

AGENDA FOR THE ONE HUNDRED AND EIGHTY-THIRD BOARD MEETING

Date: Thursday 21 November 2024

Time: 10:15 – 13:00

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

1. **10:15** **Chair’s introductory remarks**
2. **10:16** **Apologies for absence**
3. **10:17** **Declarations of interest**
4. **10:18** **Draft Minutes of the One Hundred and Eight-second Board Meeting 26 September 2024** NES/24/72
For Approval
5. **10:20** **Matters arising from the Minutes and notification of Any Other Business**
6. **10:21** **Actions from previous Board Meetings** NES/24/73
For Review and Approval
7. **Chair and Chief Executive reports**
- 7a. **10:25** **Chair’s Report** NES/24/74
For Information and Assurance
- 7b. **10:35** **Chief Executive’s Report** NES/24/75
For Review and Assurance
8. **Strategic Items**
- 8a. **10:55** **Anchors Strategic Plan Update** NES/24/76
For Assurance (C. Bichan)
- 8b. **11:05** **NES Stakeholder Survey Report 2024** NES/24/77
For Review and Approval (N. Hay / C. Bichan)

9. Performance Items

9a. 11:20 Quarter 2 Finance Report 2024/25 NES/24/78
For Review and Approval (J. Boyle / L. Howard / A. Young)

9b. 11:25 Quarter 2 Strategic Risk Report NES/24/79
For Review and Approval (J. Boyle / D. Lewsley)

Quarter Performance Management Reports:

9c. 11:35 Quarter 2 Delivery Report NES/24/80
For Review and Approval (C. Bichan / A. Shiell)

**9d. 11:45 Quarter 1 Strategic Key Performance Indicators:
Board Performance Report 2024-25** NES/24/81
For Review and Approval (C. Bichan / S. Williams)

11:50 COMFORT BREAK

10. Annual Items

10a. 12:00 Equality and Diversity Outcomes Mid-Year Report NES/24/82
For Review and Approval (K. Hetherington)

10b. 12:10 NES iMatter Staff Experience Report 2024 NES/24/83
For Assurance (K. Reid / J. Gibson)

**10c. 12:20 Annual Climate Emergency and Sustainability Report
and Public Bodies Climate Change Duties Report 2023-24** NES/24/84
For Approval (J. Boyle)

11. Governance Items

11a. 12:30 Board Assurance Framework NES/24/85
For Approval (D. Thomas)

11b. 12:40 2025-26 Board and Committee Meeting Dates NES/24/86
For Approval (D. Thomas)

Significant issues to report from Standing Committees:

11c. 12:45 Audit and Risk Committee 3 October 2024
(J. Ford, verbal update)

11d. 12:48 Staff Governance Committee 7 November 2024
(L Grieve, verbal update)

12. Items for Homologation

12:51 NES Standing Committee Minutes:

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| 12a. | Audit and Risk Committee, 13 June 2024. | NES/24/87 |
| 12b. | Staff Governance 22 August 2024. | NES/24/88 |

13. Items for Noting

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| 12:54 | NES Annual Review presentation | NES/24/89 |
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14. 12:55 Any Other Business

15. 13:00 Date and Time of Next Meetings:

- Board Development Meeting with SSSC: 27 November at 14:00 Hybrid Meeting.
- Board Development Meeting 23 January 2025 at 10:15 Hybrid Meeting
- Public Board Meeting 06 February 2025 at 10.15 Hybrid Meeting
- Private Board Meeting 06 February 2025 at 12:30 Hybrid Meeting

D. Thomas, Board Secretary.
NHS Education for Scotland (NES)
e-mail: Chair & Chief Executive's Office ceo.nes@nes.scot.nhs.uk

NHS Education for Scotland

Draft Minutes of the One Hundred and Eighty Second Board Meeting held on 26 September 2024 at 10:15am – 11:54pm

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

Present: David Garbutt (DG), (Chair)
Ally Boyle (AB), Non-Executive Director
Jim Boyle (JB), Executive Director of Finance
Olga Clayton (OC), Non-Executive Director
Shona Cowan (SC), Non-Executive Director
Jean Ford (JF), Non-Executive Director
Lynnette Grieve (LG), Non-Executive Director / Employee Director
Annie Gunner Logan (AGL), Non-Executive Director
Gillian Mawdsley (GM), Non-Executive Director / Whistleblowing Champion
Karen Reid, (KR) Chief Executive and Accountable Officer
Karen Wilson (KW), Executive Director of Nursing Midwifery and Allied, Health Professionals / Deputy Chief Executive (Clinical)
Emma Watson (EW), Executive Medical Director

In attendance: Christina Bichan (CBi), Director of Planning & Performance
Karen Brazier (KB), Technical Service Manager - Clyde Biochemistry Healthcare Science Lead – NHS Greater Glasgow & Clyde (observing)
Colin Brown (CB), Head of Strategic Development
Rob Coward (RC), Principal Educator, Planning and Corporate Resources (Item 9b)
David Felix (DF), Postgraduate Dental Dean / Director of Dentistry
Tracey Gill (TG), Principal Analyst, NES Technology Service (Item 9a)
Nick Hay (NHay), Principal Manager – Communications and Engagement
Kevin Kelman (KK), Director of NHS Scotland Academy, Learning & Innovation
Debbie Lewsley (DL), Risk Manager (observing as part of succession planning for Board Secretary and career development)
David Main (DM), Technician, NES Technology Service (providing technological support)
David McColl (DMcC), Deputy Director of NES Technology Service, (Deputising for Christopher Wroath)
Gordon Paterson (GP), Director of Social Care
Lorraine Scott (LS), Associate Manager Chair and CEO Office (minute taker)
Andrew Sturrock (AS), Postgraduate Pharmacy Dean / Director of Pharmacy
Della Thomas (DT), Board Secretary / Principal Lead Corporate Governance
Judy Thomson (JT), Director of Training for Psychology Service

1. Chair's Welcome

- 1.1. The Chair welcomed everyone to the meeting, particularly Karen Brazier, (NHS Greater Glasgow & Clyde), observing today.
- 1.2. The Chair also welcomed, Debbie Lewsley, Risk Manager joining as part of succession planning for Board Secretary and career development, shadowing Della Thomas and David Main, Technician from NES Technology Service providing technological support for the meeting.
- 1.3. The Chair welcomed David McColl back to NES, after his secondment with Scottish Government and noted he was deputising for Christopher Wroath at today's meeting.
- 1.4. The Chair asked the Board to note that Rob Coward would be joining the meeting for item 9b, and Tracy Gill would join for item 9a.

2. Apologies for absence

- 2.1. Apologies were received from Board member Nigel Henderson (NH), Non-Executive Director.
- 2.2. Apologies were received from regular Board attendees Tracey Ashworth-Davies (TAD), Director of Workforce / Deputy CEO (Corporate); Lindsay Donaldson (LD), Deputy Medical Director; Claire Neary (CN), Policy and Briefings Manager (Social Care) and Christopher Wroath, Director of NES Technology Service (NTS).

3. Declarations of Interest

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

4. Draft Minutes of the One Hundred and Eightieth First Meeting – 15 August 2024 (NES/24/59)

- 4.1. The Board approved the draft minute of 15 August 2024.

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

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

6. Actions from previous Board Meetings (NES/24/60)

- 6.1. The Board received the rolling Board action list for review and approval.
- 6.2. The Board noted that there were 25 actions on the rolling action log and 9 had been marked as complete.
- 6.3. The Chair noted that actions 7.15(f) and 7.34 required narratives to be communicated to the entire Board through correspondence, and these actions have now been marked as complete. The Board confirmed that the shared information provided satisfactory assurance.
- 6.4. The Chair noted that 3 actions, 7.15(h), 8.61 and 8.66, required narrative to be sent to him by correspondence and have been marked complete. The Chair confirmed to the Board that the information received provided satisfactory assurance.
- 6.5. The Chair referred to action 6.3, noting that the NES Climate and Emergency Sustainability Group Action Plan, requested by the Board in May, had not been received and remarked it seemed a long lead in time for the Board to be in receipt of this final document.
- 6.6. Jim Boyle reported that the Action Plan is an iterative document and will be available to the Audit and Risk Committee (ARC) at the 3 October meeting for assurance. He confirmed that the Action Plan would then be circulated to the Board for information after the ARC meeting. **ACTION: JB**
- 6.7. The Chair asked if the Action Plan addresses the Board's question on availability of the Strategy in the public domain, to promote visibility of the work of NES in this area.
- 6.8. Karen Reid confirmed that as part of NES Climate Awareness week, we will promote awareness of the already published Strategy and also publish some of the many 'Stories for Change' that are progressing across NES.
- 6.9. The Board agreed that the action will remain open until the Board have received the Action Plan for information.
- 6.10. The Chair invited Gordon Paterson to provide an update on action 7.23 regarding the request for a copy of the National Care Service consultation response to Scottish Government, submitted on behalf of NHS Boards Chairs and NHS CEOs. Gordon Paterson confirmed that this response was now available and could be distributed to the Board. It was agreed that once this had been received by correspondence, this action can be marked as complete. **ACTION: GP**
- 6.11. David McColl provided an update on action 7.38 advising NTS is collaborating with NHS Boards to create 4 Hospital Eye Service (HES) pathways within OpenEyes. He reported that this aims to enhance Ophthalmology services. He advised that Scottish Government previously provided capital funding to all Boards for upgrading their Ophthalmology equipment to meet a minimum standard, without specifying the supplier to be used. David McColl went on to

advise that all but one Board accepted this funding. He reported that NTS is now assisting the Boards with Medical Device Integrations (MDI) to ensure that OpenEyes can function effectively alongside all existing hardware within the Boards. He advised that the variety of equipment does not hinder the programme's implementation.

- 6.12. Further to this update the Board approved this action as complete.
- 6.13. The Chair invited Gordon Paterson to provide an update on action 9.14, indicating that the Board's suggestion to create a child and youth-friendly version of the Corporate Parenting Triennial Progress Report has generated further discussions on other NES publications. Gordon Paterson advised that a working group comprising design and communication colleagues is now reviewing NES publications to ensure they are accessible and in easy-to-read formats. He noted that this process will take some time and that a proposal will be presented to the Executive Team and further to this another update can be brought to the Board. The Board agreed to leave this action as on-going and noted the update provided by Gordon Paterson. **ACTION: GP**
- 6.14. The Action list was agreed.

7. Chair and Chief Executive reports

7a) Chair's Report (NES/24/61)

- 7.1. The Chair submitted his report to the Board for information and assurance, which details his recent engagements and activities since the 15 August 2024 Board meeting, both in his capacity as Chair of the NES Board and as a member of the NHS Scotland (NHSS) Board Chairs Group (BCG).
- 7.2. The Chair asked members of the Board if they had any questions.
- 7.3. There were no questions, and the Board noted the content of the report.

7b) Chief Executive's Report (NES/24/62)

- 7.4. The Chair invited Karen Reid to introduce the report which comes to the Board for review and assurance.
- 7.5. Karen Reid thanked Kirsteen McColl, Manager Planning & Corporate Resources and Clare Butter Associate Manager, Planning & Corporate Resources for their assistance in preparing this report.
- 7.6. Karen Reid asked the Board to note that there have been no specific requests in relation to the Scottish or UK Covid-19 Public Inquires.
- 7.7. Karen Reid asked the Board to note that at 2.1b within the report during the Covid-19 period there was a no-fault outcome recorded in the Annual Review of Competence Progression (ARCP) process for trainee doctors and advised that this requirement has now been removed and is no longer necessary.

- 7.8. Karen Reid advised that she will be presenting evidence on behalf of the Board Chief Executive Group for the National Care Service before Scottish Parliament on 1 October 2024.
- 7.9. Karen Reid reported that the recent Stakeholder Survey received 1,168 responses which is a significant increase from the previous survey, which had 699 responses and advised that a paper will be presented at the 21 November 2024 Board meeting.
- 7.10. Karen Reid thanked the Executive Team for their efforts in achieving the iMatter completion rates which improved this year to 86%. She reported that this is a 3% increase from last year.
- 7.11. Karen Reid remarked that whilst we are all very sad that Professor David Felix will retire from his long-standing service with NES in April 2025, she was delighted to announce that Lee Savarrio has recently been appointed as the new Postgraduate Dental Dean / Director of Dentistry. She advised that Lee Savarrio will start working alongside David Felix from January 2025.
- 7.12. Karen Reid invited the Board to note the 20th Anniversary of the Scottish Dental Clinical Effectiveness Programme and offered congratulations to Professor Jan Clarkson, Associate Postgraduate Dental Dean and Dr Douglas Stirling, Programme Development Manager, Dental for their contributions, noting that the programme is renowned nationally and internationally for its high quality, user-friendly clinical guidance in the dental profession.
- 7.13. Karen Reid also highlighted to Board members that the NHS Winter plan was published this week and asked the Board to note that the work led by Gordon Paterson, has been mentioned within that plan in respect of social care.
- 7.14. The Chair thanked Karen Reid for her introduction and opened the meeting to other members of the Executive Team for their introductory remarks.
- 7.15. Karen Wilson asked the Board to note the launch of the Transforming Roles programme which was initially led by Scottish Government and is now managed by NES. Karen Wilson advised that significant progress has been made with the development of clear standards for clinical nurse specialists in Scotland and this enhances good governance.
- 7.16. Karen Wilson advised the Board that there has been an initiative to relaunch the clinical supervision programme, which although has been standard practice in nursing and midwifery for 20 years, remains challenging to implement. She reported that it is anticipated that this relaunch with its new framework and substantial support from the directors of nursing, will be effective. She went on to report that clinical supervision offers a restorative approach to support our staff and helps them express their feelings and develop coping mechanisms. Karen Wilson remarked that this initiative aims to significantly enhance nursing careers as part of the broader efforts of NES.
- 7.17. Emma Watson invited the Board to note within the report at 5.5a, the remote and rural credential is one of the first credentials approved by the General Medical Council (GMC) and the only postgraduate qualification co-produced

with statutory education bodies, clinicians, and the service. Emma Watson advised the Board that all candidates who submitted their portfolios were successful, and these included General Practitioners (GPs) and Scottish Ambulance Service (SAS) doctors who demonstrated their competence in acute delivery and ensuring patient care in remote and rural settings. Emma Watson remarked that it is a credit to NES for leading this effort and to our clinicians who supported these doctors.

- 7.18. Kevin Kelman drew the Board's attention to section 6.6b, the graduate apprenticeship for Operating Department Practitioners. He emphasised the remarkable collaborative effort involving various teams within NES and numerous organisations, including the Scottish Funding Council and Skills Development Council. He went on to advise that this collaboration has led to the creation of the first clinical training graduate apprenticeship and a cohort of just over 30 learners commenced the programme at University of West Scotland (UWS) last week.
- 7.19. Andrew Sturrock asked the Board to note the accreditation of the NES Foundation Training Year (FTY) for pharmacists, reporting that the accreditation follows a significant programme of work following the introduction of new Standards by the General Pharmaceutical Council (GPhC) in 2021. He advised that NES is the first Statutory Education Body (SEB) to be accredited by the GPhC. Andrew Sturrock remarked that this achievement is the result of collaboration with a dedicated team and stakeholders across Scotland.
- 7.20. The Chair thanked the Executive Team for their introductory remarks and opened to the meeting for questions.
- 7.21. The Board asked if there was a barrier in the past that had caused the clinical supervision programme to be less effective.
- 7.22. Karen Wilson reported that it has been due to the time available from clinical staff to commit to the process, as it is a resource intensive piece of work, however if this time can be committed then the payback results are good.
- 7.23. The Board asked if the increased response to the stakeholder survey was because it reached a broader audience or because participants had more feedback.
- 7.24. Karen Reid confirmed it was likely due to both factors and advised that a comprehensive report is scheduled to the 21 November 2024 Board meeting.
- 7.25. The Board noted at 5.11 that Gordon Paterson is leading the contribution to the work on delayed discharge on behalf of NES and asked for further information on the NES contribution to the national efforts.
- 7.26. Gordon Paterson advised that this initiative is a joint effort involving Scottish Government and Convention of Scottish Local Authorities (COSLA) to reduce delays for patients in hospital and that there have been stretch targets set for every health and social care partnership and Board. He advised that NES are collaborating with national Boards and organisations to offer support in quality improvement, education, and training and that there are 3 work streams which

will focus on data, mental health, learning disabilities, and adults with incapacity. Gordon Paterson reported that NES are supporting the national improvement support group. He advised that NES are committed to supporting this national priority through our role in education, digital skills, and knowledge services.

- 7.27. The Board acknowledged the change in structure made to the CEO report following suggestions at the previous meeting, noting the Performance section now is placed before People and Partnerships and confirmed that this is a helpful improvement.
- 7.28. The Board referred to Section 4.1 which highlights Climate Week and the numerous activities arranged by NES members through seminars and events which increase general interest in climate change.
- 7.29. The Board noted the well-attended travel seminar which supports the Climate Emergency and Sustainability Action Plan, and commended Jim Boyle and his team for their excellent work on this important issue.
- 7.30. The Chair noted that the report referred to Artificial Intelligence (AI) fellows and asked if these were placed within the clinical directorate.
- 7.31. Karen Reid advised that there 2 clinical AI Fellows at this time. She reported that discussions with the Executive Team will be progressed in relation to AI in education and training and also across business services and processes.
- 7.32. Kevin Kelman advised that there will an opportunity for Board members to discuss AI more fully at the Board Development session on 24 October 2024.
- 7.33. The Chair recognised the significant efforts by staff in the preparation of this report which highlights the continued efforts of NES to deliver tremendous and innovative solutions despite continuing financial constraints.
- 7.34. The Board agreed that the report provided assurance, and the Chair thanked Karen Reid for her report.

8. Strategic Items

8a) Draft Transformation Route Map. (NES/24/63)

- 8.1. The Chair invited Christina Bichan to introduce the report which comes to the Board for review and approval.
- 8.2. Christina Bichan informed the Board that this update highlights progress after a year since the NES Transformation Route map was produced in August 2023. She advised that it focuses on year 1 progress and revised deliverables for years 2 and 3. She asked the Board to note the introduction of user stories with an emphasis on Organisational Development (OD) initiatives and a refreshed communications section. Christina Bichan advised that the Transformation Group has reviewed the Route Map prior to it being presented to the Board for Board review and approval prior to publication.

- 8.3. Lynnette Grieve in her role as Employee Director, remarked that the report was excellent. She highlighted that the breakdown of 'We Said We Did' and 'What this Means for you' was informative, and that the section on the Business Transformation Programme and its impact on various areas and staff was insightful.
- 8.4. Lynnette Grieve reported that a concern had been raised at the NES Joint Consultative Forum in relation to the Co-pilot project potentially being used to reduce head count and administrative support staff. She advised assurance had been given that this wasn't the case, and that Co-pilot was an AI tool to assist and reduce workload. Lynnette Grieve suggested that it might be beneficial to circulate a comms message to staff keeping them informed, especially due to the current fiscal environment and concerns about fixed terms positions.
- 8.5. Karen Reid invited Christina Bichan to update the meeting on the current Co-pilot implementation scheme.
- 8.6. Christina Bichan highlighted the advantage of Co-pilot in summarising documents and drawing conclusions. She reported that NES was part of the national pilot programme, learning about the functionality of Co-pilot in real time. Christina Bichan advised that due to significant staff interest there is a plan to offer a 'Talking Heads' update. Christina Bichan also reported that during an Executive Team update Christopher Wroath advised that if the pilot proves successful, Co-Pilot will become integral to NES operations. **ACTION: NHay**
- 8.7. The Board inquired about the intended audience for the report.
- 8.8. Christina Bichan highlighted that while it is largely internal, its purpose is also to help staff convey the evolving situation and to inform stakeholders about the NES priorities, supporting the Strategy's implementation, primarily with an internal focus. She advised that it has significant implications for broader programmes and external bodies.
- 8.9. The Board noted the helpful user stories and asked how these were obtained and if more would be included for Business Transformation.
- 8.10. Christina Bichan reported that there were lengthy discussions including user stories for Business Transformation. She advised that it was decided not to include the stories at this point in time as the Programme is in an early stage. She reported that other Programmes' impacts are understood, but it's not yet clear for Business Transformation.
- 8.11. The Board acknowledged that the document was well-written and noted that the references were particularly useful. The Board asked if an explanation of the impact and the outcomes achieved could be included as a way to showcase the difference made in terms of outcomes and impact.
- 8.12. The Board noted that the yearly milestones stopped after page 20, particularly in the Business Transformation section and suggested that it would be helpful if every section could include milestones to allow progress to be tracked.

- 8.13. The Board noted that the insights on page 14 were valuable and recognised NES's efforts with the Learning and Education Quality System. The Board asked if these could be aligned with key performance indicators and if staff experience in relation to their career development pathways could be connected.
- 8.14. Karen Reid acknowledged these points and advised that the Education Capability Frameworks could provide information which would enhance the report.
- 8.15. The Board noted that the profiles were well-developed and suggested that by focusing on the benefits, might well be an enhancement. The Board noted that the portable training profiles were useful and asked if staff would also value and be motivated by a better service to patients and service users and suggested that recording the impact of these changes could strengthen the impact and outcomes.
- 8.16. Karen Reid agreed to consider how the improvement suggestions might be incorporated. She remarked that the inclusion of a separate column for 'what is our impact' would enhance the report. **ACTION: CBi**
- 8.17. The Chair thanked Christina Bichan for the work on the Transformation Route Map.
- 8.18. It was agreed that the changes suggested by the Board would be incorporated as appropriate and the next version of the paper will be shared with the Board by correspondence. **ACTION: CBi**
- 8.19. Subject to these amendments the Board approved the report for publication.
- 8.20. The Chair paused the agenda at the end of this item and informed the Board that Karen Reid, who has been leading on consultant pay negotiations, has just received some important news in relation to these negotiations. The Chair invited Karen Reid to update the Board.
- 8.21. Karen Reid reported that, it had just been publicly announced that following negotiations with the British Medical Association (BMA) and herself as the Lead for NHS Employers, an offer was being extended to the consultant workforce for a 10.5% pay rise plus additional increases within discretionary points. She advised that these discretionary points are funded by employers, and we are therefore still waiting for confirmation that these will be fully funded back to employers. The BMA will proceed to ballot its members, recommending acceptance of this offer. Karen Reid reported that other topics will be deferred to the Joint Negotiation Committee, which she co-chairs. She emphasised that if this offer is accepted, it would avert industrial action by NHS Scotland consultants, which is really important especially as winter approaches.
- 8.22. The Chair on behalf of the Board congratulated Karen Reid for her exceptional work in this area.

- 8.23. Gillian Mawdsley asked the Board to note that she was a member of the Scottish Advisory Committee on Distinction Awards for consultants and whilst this may not have any direct links with the update Karen Reid had just provided, she asked the Board to note this potential connection.
- 8.24. Tracey Gill joined the meeting.

9. Annual Items

9a) Information Governance 2023-2024 Annual Report. (NES/24/64)

- 9.1. The Chair welcomed Tracey Gill to the meeting and invited her to present the report which comes to the Board for assurance.
- 9.2. Tracey Gill asked the Board to note the key assurance points within the report, advising the annual NES audit by the Scottish Health Committee Authority, which checks compliance with network and information systems regulations, was at the start of a second 3-year cycle of audits. She reported that the Audit recorded an overall compliance score of 85% for NES with 11 out of 17 categories meeting or exceeding 80%. Tracey Gill advised that there is an action plan which is reviewed quarterly to address audit findings.
- 9.3. Tracey Gill reported that there were 94 Freedom of Information (FOI) requests received in 2023-2024 with a response rate of 98% within statutory 20 working days
- 9.4. Tracey Gill went on to report that there were 13 Subject Access Requests (SARs) received last year which were responded to within the one-month statutory period. She advised that mandatory training on safe information handling was completed by 81% of staff as of 31 March 2024, with continued ongoing efforts to increase the completion rate.
- 9.5. The Chair advised the Board that this report was scrutinised at the Technology and Information Committee (TIC) meeting on 27 August 2024. He advised that whilst the report's strengths were acknowledged, the TIC raised the issue of protection against cyber-attacks. He remarked that despite a satisfactory audit score, cyber-attacks can still happen, indicating that the audits alone are only one element to provide assurance.
- 9.6. The Chair opened the meeting for questions.
- 9.7. The Board noted a discrepancy in wording in this report to that of the Caldicott report on the agenda at item 9c.
- 9.8. The Board asked why a comparison on the number of FOI's requested for NES were compared to those of other NHS Boards.
- 9.9. The Chair advised that this comparison work was undertaken on the request of TIC as at the time of the request there was an increase in the number of NES FOI's therefore a comparison was requested to check if this was comparable with other NHS Boards.

- 9.10. The Board asked how training compliance rates could be improved.
- 9.11. Tracey Gill advised that compliance rates have significantly improved with previous rates around 60-69% and advised that achieving 100% is challenging due to the cyclic nature of training. She remarked that the Information Governance (IG) continue to enhance their efforts. She advised that e-learning modules are supplemented with additional training in data-protection, information security and records management training and webinars and are open to exploring ways to increase mandatory training methods.
- 9.12. Lynnette Grieve asked when breaches occur if there is a learning process for the individuals or directorates and if training or follow ups is offered to reduce further occurrence.
- 9.13. Tracey Gill advised that if a pattern or multiple of breaches from a specific directorate is observed, IG will conduct ad hoc and targeted training sessions on the pertinent issues. She reported that additionally, IG will recommend that staff either undergo refresher training or have one-on-one discussions as needed.
- 9.14. The Board noted that there was an error in the report numbering, as it jumps from section 5 to 7. This will be corrected. **ACTION: TG**
- 9.15. The Board advised that the link for the “Pen Test Tracker” was not working and asked if this test is still on track to restart in the New Year.
- 9.16. Tracey Gill confirmed that it is still on track to be tested in quarter one of 2024-25.
- 9.17. It was noted that some Board members could not open the “Pen Test Tracker” excel spread sheet and this would be shared with members by correspondence for information. **ACTION: LS**
- 9.18. The Board noted that NES has a relatively low number of information security breaches and inquired if this number is within an acceptable tolerance level. The Board recognised the significant improvements over the past 4 years, despite 2021 being notably high, and asked if the goal is to achieve zero tolerance.
- 9.19. David McColl reported that these figures are within an acceptable range for NES, and while cyber-attacks remain a concern, NES has the appropriate security measures to counter them.
- 9.20. The Chair requested that members confirm their assurance of the report, and the Board agreed the report.
- 9.21. The Chair thanked Tracey Gill for her report, and she left the meeting.
- 9.22. Rob Coward joined the meeting.

9b) Feedback, Comments, Concerns and Complaints Annual Report 2023-24
(NES/24/65)

- 9.23. The Chair welcomed Rob Coward to the meeting and asked him to present the report which comes to the Board for approval.
- 9.24. Rob Coward asked the Board to note that the report will be published on the NES website and will be submitted to Scottish Government and Scottish Public Services.
- 9.25. He went on to provide a brief overview of the report advising that a comparable number of complaints were received in 2023-24 with 16 recorded last year and 17 the previous year. He reported that engagement practices with learners and stakeholders, including data collection and utilisation, are also consistent with previous reports and the report also includes showcasing various case studies.
- 9.26. Rob Coward advised that different methods were used to gather data as a key aspect of NES work is in education and training and remarked that the report mentions the emerging framework Involving People and communities, which is essential to the NES quality system in learning education. He reported that the framework may significantly alter how NES engages with learners and advised that they will be involved in the process, and this will be included in future reports.
- 9.27. The Board acknowledged the report layout offered a clear understanding of the information provided. The Board asked for clarification on the difference between an expression of concern and a complaint.
- 9.28. Rob Coward advised that while an explanation isn't legally defined, it is part of the Complaints Handling Process issued from the Scottish Government, which distinguishes that a complaint needs a formal response whereas an expression of concern is less formal.
- 9.29. Christina Bichan added that all concerns, formal or informal, are reviewed for relevance to whistleblowing or complaints, and each case is fully evaluated with confidential contacts before a final decision.
- 9.30. The Board requested that future reports specify that no whistleblowing concerns were raised during the process, as this would account for situations where an incident may later be considered whistleblowing. **ACTION: RC**
- 9.31. The Board noted that this report undergone scrutiny at the Education and Quality Committee (EQC) on 12 September 2024. The EQC Chair advised that the EQC examined the feasibility of establishing a Once for NES approach for collecting feedback in the longer term and determining how that process would function.
- 9.32. The Board noted that some of the complaints were around expense claims and asked if it was worth exploring why delays were occurring.

- 9.33. Rob Coward advised that the complaint received on expenses was on travel and subsistence. He advised that every complaint provides a learning opportunity and that recommendations are made and shared.
- 9.34. The Board approved the report, for publishing and submission to Scottish Government and the Scottish Public Services Ombudsman.
- 9.35. The Chair thanked Rob Coward for the report, and he left the meeting.

9c) Caldicott Guardian: Annual Report 2023-24. (NES/24/66)

- 9.36. The Chair invited David Felix to present the report which comes to the Board for approval.
- 9.37. David Felix advised that the report includes suggested changes received last year from the Board, specifically regarding the duration of the breach and the actions taken. He highlighted that the report has been reviewed and approved by the TIC on 27 August 2024.
- 9.38. David Felix reported that there were 40 personal data breaches in comparison to 41 last year with 8 involving patient-identifiable information.
- 9.39. David Felix acknowledged the discrepancy in wording that had been highlighted during item 9a and advised that he would review both reports and correct any discrepancies. **ACTION: DF**
- 9.40. The Chair thanked David Felix for presenting the report and asked if there were any questions from the Board.
- 9.41. The Board asked if the level of breaches received is an acceptable tolerance for an organisation of this size.
- 9.42. David Felix reported that none of the breaches met the criteria for reporting to the Information Commissioner therefore acknowledged that this is an acceptable level for NES.
- 9.43. David Felix extended his thanks to Tracey Gill for her assistance in preparing the report.
- 9.44. The Chair thanked David Felix for the report and the Board approved the report.

10. Governance Items

10a) NES Committee Governance Changes (NES/24/67)

- 10.1. The Chair invited Della Thomas to introduce the report.
- 10.2. Della Thomas highlighted that earlier this month, the background and context of the report was considered in detail during an informal meeting with non-executive directors and a formal Executive Team meeting. She advised that the

paper brought to today's Board meeting proposes that the Board dissolves the Technology and Information Committee on 31 March 2025 and provides the rationale for this.

- 10.3. Della Thomas asked the Board to approve the establishment of the new Planning and Performance Committee, including its membership and Chair. She asked the Board to note that the cover paper provides details on the proposed areas of responsibility for this Committee.
- 10.4. Della Thomas highlighted that the paper proposes that the Planning and Performance Committee would be officially constituted on 1 April 2025 and would be scheduled to convene in a shadow capacity in January 2025 to discuss Terms of Reference (ToRs) and Schedule of Business (SOB), preparing to commence work in the next financial year.
- 10.5. Della Thomas asked the Board to approve the marked amendments to the generic Committee ToRs. She advised that this would allow all Committees to form Subgroups or Sub Committees and enable the new Planning and Performance Committee to delegate responsibilities to other Committees as necessary.
- 10.6. The Chair thanked Della Thomas for the report and opened up for questions. There were no questions, and the Board approved all aspects of the report.
- 10.7. Judy Thomson left the meeting during this item.

Significant issues to report from Standing Committees:

10b) Staff Governance Committee (SGC) 22 August 2024

- 10.8. The Chair invited Lynnette Grieve to provide a verbal update from the recent SGC held on 22 August 2024 in the absence of Nigel Henderson, SGC Chair.
- 10.9. Lynnette Grieve reported that the SGC requested that future Director of Workforce reports include trends and comparisons for clinical negligence cases and employment relation cases, as this year's report only provided numbers.
- 10.10. She went on to report that the SGC reviewed the Workforce Plan Annual Report, NES Staff Learning and Development Annual Report, and Human Resources Transformation Reports.
- 10.11. Lynnette Grieve advised that the SGC asked if HR systems and processes are being benchmarked against other NHS Boards and suggested incorporating human factors into the transformation.
- 10.12. She reported that the SGC highlighted that the Employee Relations Analysis Report presented to SGC lacked comparative data, so it was requested for future reports.
- 10.13. Lynnette Grieve highlighted that the Committee requested a further report to the next meeting on Letby Assurance answering the Healthcare Improvement

Scotland questions as the response letter to Scottish Government did not provide an answer around adverse events.

- 10.14. Lynnette Grieve noted that no new risks were added to the SGC's strategic risks, and no whistleblowing concerns were raised during the quarter. The hybrid working policy was noted to be launched and has since been implemented.
- 10.15. The Chair thanked Lynnette Grieve for the update, there were no questions from the Board.

10b) Technology and Information Committee (TIC) 27 August 2024.

- 10.16. As Chair of the TIC, David Garbutt provided a verbal update from the recent TIC on 27 August 2024
- 10.17. David Garbutt asked the Board to note that key issues were discussed including the uncertainty of the digital prescribing pathway and the digital front door project, which suffer from uncertainties in funding. He advised that the Cabinet Secretary has recognised a need for a new approach to digital programmes and work.
- 10.18. David Garbutt reported that Christine McLaughlin has been appointed the new Director of Digital Health Care, shifting responsibility from Richard McCallum who has moved on from his role as SG Health and Social Care Director of Finance, and that recent discussions have indicated potential positive changes with a more collaborative approach. David Garbutt advised that progress against all areas were reviewed with particular discussion around the Turas Refresh outline business case, which Scottish Government supports and has still to be presented to the Health and Social Care Management Board, advising that NES are hopeful for future funding. He acknowledged thanks to Kevin Kelman and Christopher Wroath as joint Senior Reporting Officers (SROs) for their efforts.
- 10.19. There were no questions from the Board.

10c) Education and Quality Committee (EQC) 12 September 2024.

- 10.20. The Chair invited Annie Gunner Logan to provide a verbal update on the EQC held on the 12 September 2024.
- 10.21. Annie Gunner Logan thanked both Emma Watson and Karen Wilson on the excellent papers provided to the committee and advised the Board on the progress on the medical education reform programme which generated a good discussion at Committee and also the Policy for educational outputs, both of these were impressive milestones to be noted.
- 10.22. Annie Gunner Logan advised that there was discussion around forming a subgroup on clinical assurance and a further paper will be presented to EQC at its December 2024 meeting.

10.23. Annie Gunner Logan acknowledged thanks to all colleagues involved in the Strategic Key Performance Indicators (SKPI's) work as significant progress has been made in policy and data collection for EQC.

11. Items for Homologation or Noting

11.1. NES Standing Committee Minutes

11.1a) Staff Governance Committee, 29 April 2024 (NES/24/68)

The minutes of this meeting were homologated by the Board.

11.1b) Technology and Information Committee, 13 May 2024 (NES/24/69)

The minutes of this meeting were homologated by the Board.

11.1c) Education and Quality Committee, 9 May 2024 (NES/24/70)

The minutes of this meeting were homologated by the Board.

12. Any Other Business

12.1. There were no other items of business for consideration at this meeting.

13. Date and Time of Next Meetings

13.1. The Chair announced the forthcoming meetings as the Board Development Session on 24 October 2024 at 10:15 and the Public Board Meeting on 21 November 2024 at 10:15 both of which will be hybrid meetings.

13.2. The Chair thanked everyone for their attendance and acknowledged the improvement of the technology at this meeting.

13.3. The meeting closed at 12:15

LS/DT/KR/DG
NES Nov 2024 v03

Agenda Item 6

21 November 2024

Rolling Action List arising from Board meetings

Minute	Title	Action	Responsibility	Date required	Status and date of completion
Actions raised at Board meeting on 26 September 2024					
8.6	Draft Transformation Route Map	Progress a 'Talking Heads' Co-Pilot update for staff	NHay	tbc	Ongoing NHay and CW coordinating; an update will be provided at a future meeting
8.16	Draft Transformation Route Map	Inclusion of a column 'What is our Impact' be incorporated into the report	CBi	21-Nov-2024	Complete Amendment incorporated into the report
8.18	Draft Transformation Route Map	Suggested changes made by the Board be incorporated as appropriate and shared with the Board via correspondence	CBi	21-Nov-2024	In Progress Changes have been incorporated and will be circulated by correspondence once finalised by design.
9.14	Information Governance 2023-2024 Annual Report	Review numbering in report and amend	TG	21-Nov-2024	Complete The numbering within the report has been updated
9.17	Information Governance 2023-2024 Annual Report	"Pen Test Tracker" excel document to be shared as a separate document with the Board for information.	LS	21-Nov-2024	Completed The document was circulated to the Board by correspondence on 10 October 2024
9.30	Feedback, Comments, Concerns and Complaints Annual Report 2023-24	Future reports to specify no whistleblowing concerns were raised during the process, if this was the case.	RC	21-Nov-2024	Complete Rob Coward confirmed that whistleblowing will be included in future reports.
9.39	Caldicott Guardian: Annual Report 2023-24	Review and amend discrepancy in wording between this report and Information Governance 2023-2024 Annual Report	DF/TG	21-Nov-2024	Complete The discrepancies have been reviewed and aligned for both reports

Minute	Title	Action	Responsibility	Date required	Status and date of completion
Actions raised at Board meeting on 15 August 2024					
6.3	Action from Previous Board Meeting	The Action Plan from the NES Climate and Emergency Sustainability Group will be circulated for information.	JB	21-Nov-2024	Completed The Action Plan was circulated to the Board by correspondence on 10 October 2024.
7.23	Chief Executive's Report	Share the response submitted on behalf of NHS Boards Chairs and NHS Chief Executives in relation to National Care Service with the Board once this is available.	GP	21-Nov-2024	Completed The response was shared to the Board via correspondence on 12 November 2024
7.30	Chief Executive's Report	Discuss with the Equality Team and Steering Group if the Equality Diversity and Inclusion (EDI) survey can be extended to include trainees	GP	21-Nov-2024	Completed After discussions with the Equality Team and Steering Group, it was noted that surveys from the General Medical Council (GMC) and General Dental Council (GDC) already cover diversity and inclusivity, leading to reluctance to send another survey to doctors and dentists in training.
7.36	Chief Executive's Report	Review the requirements for the Electronic Practice Assessment Document (ePad) update for Paramedics and progress the programme for roll out	KW	21-Nov-2024	In Progress ePad is ready for publication, however this aspect is part of the Digital Prioritisation and as such has not been rolled out as yet.
8.28	2024/25 Quarter 1 Strategic Risk Update Report	More detail requested to be added to descriptions for Strategic Risk 1 in relation to stakeholders	DL	21-Nov-2024	Complete This is included in the Quarter 2 Strategic Risk report presented at Agenda 9a
8.30	2024/25 Quarter 1 Strategic Risk Update Report	Review all Risks following announcement of spending restrictions	JB	21-Nov-2024	Complete This is included in the Quarter 2 Strategic Risk report presented at Agenda 9a
8.32	2024/25 Quarter 1 Strategic Risk Update Report	Review a method of communication which will provide an update on Risks after Board papers have been distributed to ensure the	DL/JB	21-Nov-2024	Complete This is included in the Quarter 2 Strategic Risk report presented at Agenda 9a

Minute	Title	Action	Responsibility	Date required	Status and date of completion
		most up to date information is reported to the Board			
8.34	2024/25 Quarter 1 Strategic Risk Update Report	Include information on effectiveness of communication and include information from the staff inclusion surveys within Webinars and Town Halls for Risk 4	TAD	21-Nov-2024	Complete This is included in the Quarter 2 Strategic Risk report presented at Agenda 9a
8.36	2024/25 Quarter 1 Strategic Risk Update Report	Review the 'Board' terminology within the report and differentiate between NES Board or NES as an organisation	DL	21-Nov-2024	Complete This is included in the Quarter 2 Strategic Risk report presented at Agenda 9a
8.38	2024/25 Quarter 1 Strategic Risk Update Report	Review the risk associated with Board membership and update with current information	TAD	21-Nov-2024	Complete This is included in the Quarter 2 Strategic Risk report presented at Agenda 9a
8.39	2024/25 Quarter 1 Strategic Risk Update Report	Review Risks 6 and 7 to ensure the correct category	JB/DL	21-Nov-2024	Complete This is included in the Quarter 2 Strategic Risk report presented at Agenda 9a
8.53	Quarter 1 Delivery Report	Include within the report more information on the deliverables which are not funded, and if this is within NES's control	CBI/ASH	21-Nov-2024	Complete This is included in the Quarter 2 Delivery Report presented at Agenda 9c
8.53	Quarter 1 Delivery Report	Include within the report a section whether NES has met its delegated duties or not	CBI/ASH	21-Nov-2024	Complete The NES Annual Delivery Plan captures all strategic asks of NES, including our delegated duties. Tables 2 and 3 within the delivery report (Impacts and Mitigation Summary - Red / Amber deliverables) highlight any delays to individual areas of delivery and provide additional context as appropriate. Issues will continue to be reported by exception via Red / Amber deliverable status.

Minute	Title	Action	Responsibility	Date required	Status and date of completion
8.57	Quarter 1 Delivery Report	Include predictions for the next quarter within the report	ASH	21-Nov-2024	Complete This is included in the Quarter 2 Delivery Report presented at Agenda 9c
9.14	2020-2023 Corporate Parenting Triennial Progress Report	Plan for a version of this report to be prepared for children and young people	GP	TBC	On-Going GP advised that a working group is reviewing NES publications, and a report will be provided to ET. A further update will be provided to the Board in due course.

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CHAIR'S REPORT

David Garbutt, Chair of NES Board

21 November 2024

1. Introduction

- 1.1. Since the last Board meeting on 26 September 2024, I have attended meetings and events, as well as internal NES meetings, Board and Standing Committees.

2. Summary of Engagement October 2024

- 2.1. I recorded the closing brief for the 2024 Scottish Improvement Leader (SciL) Programme: 10-year celebration event. The Scottish Improvement Leader programme is aimed at people working in the Scottish Public Service in a role with a significant focus on quality improvement and dedicated time allocated to lead improvement projects. There are Scottish Improvement Leader graduates (SciLs) from across all 14 territorial health boards and the national health boards in Scotland.
- 2.2. I met with various colleagues to discuss succession planning and their individual development plans.
- 2.3. On 1 October 2024, I attended the First Minister's Brave at Heart Awards. As Chair of the validation panel my role was to evaluate the nominations with senior colleagues from the emergency services and then to announce the winners and read the citations, at the ceremony in Bute House. The panel chose 18 nominees to receive the Brave@Heart award and selected two of the nominees to receive the St Andrews Award, recognising exceptional acts of bravery: 6 of the recipients were members of the public and 12 were from the emergency services.
- 2.4. I attended the SG/NES Strategic Sponsorship Meeting on 3 October, we discussed budget, savings and future priorities.
- 2.5. On 9 October I joined the Improving Wellbeing and Working Cultures meeting. Neil Grey, the Cabinet Secretary for Health and Social Care joined the meeting. We reflected on the IWWC world Café event, which included the implementation of the IWWC Vision across Social Care, Scottish Care, Health, Social Work and Local Authority. The outputs of the World Cafe event were then discussed with Mr Grey.
- 2.6. That afternoon, Karen Reid, Chief Executive, Claire Neary, our Policy and Briefings Manager and I had a meeting with MSP Dame Jackie Baillie at the Parliament.
- 2.7. I took 2 weeks annual leave from 14 October.
- 2.8. On 30 October, I attended the NES Board Member appointment shortlisting meeting in our Westport, office, where we selected a short list of four from a field of 28 applicants

- 2.9. On 31 October, I joined the NES/SSSC Chair and Chief Executive meeting. We talked about the 24-25 joint delivery, Joint NES Board/SSSC Council Development Session, and the Qualification issues for Adult Social Care workers.
- 2.10. I also attended a Board Development update meeting with NES colleagues. Our discussion covered Aspiring Chairs, feedback from current Chairs on Board Development, and the Once for Scotland Assurance Frameworks.
- 2.11. That afternoon, I met with non-executive Committee Chairs for an update meeting and afterwards, I met with Karen Reid for mid-year review.

3. Summary of Engagement November 2024

- 3.1. On the morning of 5 November 2024, I had a mentoring session for Aspiring Chairs. In the afternoon I attended the Scottish Improvement leaders (SciL) 10th Anniversary Awards Celebration on MS Teams. Later in the day I met with the NHS Chairs at their regular meeting.
- 3.2. Mid-week I travelled through to Glasgow to attend the 2024 Professional Health and Social Care Regulatory Event, the role of regulation in the workforce of the future. After travelling home I joined the Scottish Clinical Leadership Fellow (SCLF) - System Leadership Session to provide my view of leadership as an NHS Chair.
- 3.3. On 7 November, I attended the NES Staff Governance Committee. As a co-opted member to ensure that the committee was quorate.
- 3.4. At the start of the week commencing 11 November, I had succession planning meeting with a member of staff.
- 3.5. On Tuesday 12th joined an online webinar NHS Scotland Global Citizenship Framework Launch which sets out what good global citizenship in the NHS looks like.
- 3.6. I travelled to our Westport office in Edinburgh for the non-executive member Interviews on 14 November
- 3.7. And to end the week, we hosted MSP Marie Todd, Minister for Social Care, Mental Wellbeing and Sport, for the NES Ministerial Annual Review at our Westport office on Friday, 15 November. The Chief Executive and I showcased the NES Key Achievements for 2023-24, followed by a discussion on the future sustainability of the health and social care workforce. NES Executive team and non-exec board members were also in attendance.

**David Garbutt
Chair**

Chief Executive's Report

**Professor Karen Reid, Chief Executive and
Accountable Officer**



Date: November 2024

1. Introduction

- a) The agenda for our 21 November 2024 Public Board meeting includes two strategic items. One is an update on progress with our Anchors Strategic Plan for assurance and the other is our Engaging Stakeholders Report.
- b) Annual items for approval include the 2023-24 Annual Report on the NHSS Global Climate Emergency & Sustainable Development Policy and the results from the 2024 iMatter report for assurance. The Board will also review and approve the Equality Outcomes Mid-Year Report.
- c) The 2024-25 Quarter 2 Performance reports relating to Strategic Risk, Finance, and Performance will be reviewed and approved along with our Quarter 1 Strategic Key Performance Indicator Report.
- d) The Board will also receive two annual and governance items for review and approval, including the Board Assurance Framework and the 2025-26 Board and Committee Meeting Dates.

2. Updates and Announcements

2.1. COVID-19 Public Inquiries

- a) We continue to monitor progress of the UK and Scottish Inquiries. Since the last report to the Board, we have not received any specific requests for information.
- b) Portfolio 4 of the Scottish COVID-19 Inquiry focuses on education and certification. However, the emphasis appears to be on the impact of the pandemic on education in schools
- c) The Scottish COVID-19 Inquiry will hold a further series of impact hearings between February and June 2025, exploring the impacts of the pandemic, which have not yet been covered in the health and social care, education and certification, or business and welfare themes.
- d) At the end of October, the Scottish COVID-19 Inquiry team reported on the '[Let's be Heard](#)' campaign reaching an important milestone hearing from its 10,000th participant.
- e) Hearings for Module 3 of the UK Covid-19 Inquiry (Impact of the Covid-19 pandemic on healthcare systems in the four nations of the UK) continue and are due to conclude at the end of November 2024.

2.2. National Care Services (NCS)

- a) During September and October 2024, the Health, Social Care and Sport Committee undertook further scrutiny of the National Care Service (Scotland) Bill ahead of formal Stage 2 proceedings. The Committee heard evidence from a number of

witnesses on proposed Scottish Government amendments to the Bill, including NHS Board Chief Executives and Chairs, as represented by Karen Reid, Chief Executive of NHS Education for Scotland and Fiona Davies, Chief Executive of NHS Highland.

- b)** These sessions took place following the withdrawal of support for the Bill from Convention of Scottish Local Authorities (COSLA), the Scottish Government's partner in the Verity House Agreement. COSLA announced the amended Bill did not currently reflect a model which Local Government could support but would continue to back key areas of reform included within the Bill, specifically the enhanced support for unpaid carers, care home visitation rights and efforts to improve the experience of the social work and social care workforce. Support for the Bill has also been withdrawn from trade unions including UNISON, General, Municipal, Boilermakers and Allied Trade Union (GMBATU) and Scottish Trades Union Congress (STUC), as well as Social Work Scotland – the professional leadership body for the social work and social care professions.
- c)** The Committee concluded its evidence sessions on 8 October 2024 and indicated that formal Stage 2 proceedings would begin at the Committee's meeting on 26 November 2024. Members of the Scottish Parliament (MSPs) can currently lodge amendments to the Bill, with deadline for submission set for 20 November 2024.

2.3. Announcements

a) Appointment of NES Dental Director

We are delighted to announce the appointment of Lee Savarrio our new Dental Director as of 02 January 2025. Lee will be joining NES from NHS Greater Glasgow and Clyde where he has been employed as Chief of Dentistry and brings a wealth of experience in advancing NES's vision to support better rights-based quality care and outcomes through a skilled, capable and resilient health and social care workforce.

b) NES Annual Review

The NES Annual Review is scheduled to take place on 15 November 2024 with Maree Todd, Minister for Social Care, Mental Wellbeing and Sport. The Annual Review presentation is included as part of the 21 November 2024 Board paper pack and will be promoted more widely to share our achievements and ambitions.

c) Armed Forces Covenant

We are pleased to announce that our Board has formally signed the Armed Forces Covenant, reinforcing our commitment to supporting the Armed Forces community. As NHS Education for Scotland (NES) is the hosting Board for the Armed Forces Talent Programme, we are proud to take a leading role in this initiative. By signing the Covenant, we pledge to uphold its core principles: supporting members of the Armed Forces community, addressing any disadvantages they may face due to their service, and actively working to remove barriers to entry across NHS Scotland. The signed Covenant is now proudly displayed in the Edinburgh NES reception at 102 Westport.

d) UK Board Room Apprenticeship Scheme

In line with an action from our NHS Corporate Governance Blueprint Improvement

Action Plan, we are aiming to increase diversity at our Boardroom table and provide an experience for someone aspiring to be a non-executive director, NES have expressed an interest in being a host Board as part of the [UK Board Room Apprenticeship Scheme](#).

The UK Boardroom Apprentice scheme is a 12-month unique learning, development and placement programme which enables those who would like to serve on a public or third sector Board to learn and gain experience in a safe way before they take that step. It seeks to enable a wider diversity of individuals to play their part in our Boardrooms. The overarching aim of Boardroom Apprentice is “to move the Board member role from aspiration to reality”. If we successfully attract a Boardroom Apprentice, this person will begin their role with our Board in January 2025.

e) Digitally Enabled Workforce Team (DEW)

DEW were recognised as one of the 10 finalists in the 'Digital Skills or Talent Initiative of the Year' category at the [Digital Leaders 100 \(DL100\)](#) UK national awards. The DL100 list celebrates the teams and individuals who work to secure the UK’s Digital Transformation.

The [DEW team](#) programme priorities are to develop national resources and learning networks that support digital skills and digital leadership development across the health and social care sector.

3. Our Strategic Themes

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



4. Performance - how we are performing as an organisation

4.1 Dental

- a) **Scottish Qualifications Authority (SQA) Approved Centre: Systems Verification Quality Assurance (QA)** visit took place on 24 September 2024. This process ensures the NES SQA Approved Centre's quality systems and resources meet the SQA quality assurance criteria and that all candidates are supported effectively. We received outcome of 'High Confidence identified in the systems that support the maintenance of SQA standards within this Centre' with an area of good practice identified. The Verifier reported stated, 'Your systems, policies and procedures for the operation of your SQA approved Centre are excellent, providing good clear instruction and guidance to all involved in the delivery, verification and management of your suite of qualifications'.

4.2 Medical Directorate

a) **Training Programme Management (TPM)**

In the academic year August 2023- August 2024 the Training Programme Management (TPM) undertook 8695 Annual Reviews of Competency Progression (ARCP). 85% of the Doctors in Training contracts were successfully progressed to the next stage of their training while 15% of trainees required development of specific competencies with or without additional time.

4.3 Nursing, Midwifery & Allied Health Professions (NMAHP)

a) **Project management and quality improvement initiative**

We have developed a project management and quality improvement initiative based on "PRINCE2 Agile" to standardise NMAHP programme operations. This includes a signposting guide, a Sway-based toolkit, and essential templates. Working collaboratively with the NES Project Management Office (PMO) and Quality Improvement (QI) partners, our goal is to encourage best practice and consistency for delivering the directorate's outputs. We are currently implementing this approach and will be monitoring progress using quality improvement methodology.

b) **Directorate Internal Review**

A cross Directorate Internal Review examined the significant efforts undertaken to promote and advance research practice within the Directorate, highlighting the steps taken to enhance evaluation and research practice, the adoption of self-assessment tools to measure progress, and strengthening of governance and oversight in this critical area.

4.4 NES Corporate Improvement Programme (CIP)

a) Ways of Working & Property Project

The Ways of Working & Property Project continues to coordinate change management activity to support a move to a new and sustainable property footprint. Refurbishment works for the Inverness office is scheduled to be completed during the Autumn. NHS Lothian executive team have relocated to the second floor at Westport with the remainder of their staff due to move in by early 2025. The fit-out of 177 Bothwell Street in Glasgow, has been paused and NES are now looking at options to complete the works. Planning for clear staff communications on timelines and the role staff are asked to play in the move are in development. Information and support sessions for line managers of staff affected by change commenced in October 2024.

b) Business Transformation programme

The Business Transformation programme continues with two projects. These are “Meetings Management” and “Operational and Financial Planning Reform”. Currently, the Meetings Management project is in the process of testing change ideas. The mapping of all organisational meetings under a classification framework nears completion. The 2025-26 Operational and Financial Planning cycle has commenced. The improved process is being run with lessons learned being captured to allow further improvement and enhancement.

c) Human Resources (HR) Transformation programme

The HR Transformation programme continues at pace. The first phase of the programme focuses on stabilisation and recovery, aiming to document and improve consistency in core HR processes. These core processes are also undergoing a technical review to gauge improvement potential of technical solutions. Phase 2 focuses on the transformation of the HR service. Currently a wide range of stakeholders are being engaged in focus groups to help shape the future model. A series of service development workshops will be held in late November 2024 to plot out the future service model and any options within that.

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

a) The NHS Scotland Academy consistently achieves delivery performance outcomes of its strategic partnership with NHS Golden Jubilee (NHS GJ), addressing the workforce's evolving education and training needs through its comprehensive programme portfolio. This includes diverse initiatives across four key activity pillars, encompassing digital resources, cohort-based SCQF-rated programmes, immersive learning, upskilling, masterclasses, and patient-centred training. Through these avenues, NHS Scotland Academy supports crucial National Training Programmes in Endoscopy (NETP), Ultrasound (NUTP), Perioperative Care (NPP), and Workforce Development (NWP), effectively advancing workforce capabilities and enhancing patient care.

b) Learning and Education Quality System (LEQS)

The LEQS workstream deliverables are advancing to the final planning and implementation phase. Most of the policy and framework development and approvals have been completed. This includes NES's first Quality Policy; the Involving People and Communities Framework; the Quality Framework for Practice Learning; and the

Educator Competencies Framework. Change management and supporting staff through the transition is a central focus.

This progression marks a significant step towards greater consistency in decision-making and clearer processes, directly benefiting NES staff, the health and social care workforce, and the people of Scotland. The Strategic Key Performance Indicator (SKPI) connections are as follows:

- Learner Experience
- Quality of Clinical Training Environment
- Employee Satisfaction
- Co-production (Partnerships)

4.6 NES Technology Service (NTS)

a) National Ophthalmology Electronic Patient Record (OpenEyes)

As part of the continuing transformation to a digitalised solution OpenEyes is now being used successfully within a surgical environment. The aim now is to ensure that this is rolled out across all 9 sites in Greater Glasgow & Clyde (GG&C). In addition, within GG&C we have implemented Clinical Portal Integration which enables letters to be sent electronically from OpenEyes to both the Boards and the patients' General Practice (GP) with circa 400 letters being processed since the start of October 2024.

4.7 Planning and Corporate Resources

a) Whistleblowing

During Quarter Two of 2024-2025, NES received no whistleblowing concerns. However, one enquiry about the process and route for submitting a whistleblowing concern was received. With respect to learning and training, all NES line managers are required to complete the line manager-level training on TURAS Learn. As of 3 October 2024, our compliance rate was 89% (309/346), with 37 yet to complete.

Other activities and initiatives completed during Quarter Two included establishing a dedicated whistleblowing email address and preparing the Staff Governance Standard 2023-2024 assurance submission. Our Confidential Contacts met in July 2024 to undertake training for their role. Chaired by the Director of Planning and Performance, the NES whistleblowing Steering Group met in August 2024. Discussions included promotion of the Confidential Contacts, preparations for this year's Speak up Week, and updates to the NES 90-day induction website.

NES has now enrolled on the 'Equally Safe at Work' (ESAW) initiative (managed by 'Close the Gap'). The first meeting of the ESAW working group noted a set of developmental milestones. These highlighted the actions required to receive accreditation.

Our Chief Executive launched this year's "Speak Up Week" on 30 September 2024 through a pre-recorded video message (and accompanied by an intranet article and an all-staff email).

We continue to promote a culture of speaking up, where everyone feels safe to voice concerns, and where issues are addressed and resolved at the earliest opportunity.

b) Operational Planning 2025-26

The first phase of the 2025-26 operational planning process concluded on 8 November 2024 with the submission of delivery proposals by all Directorates which will now be subject to review both at a Directorate and organisational level before ultimately informing the Boards Finance, Workforce and Delivery Plans for 2025-26 and beyond. With formal Planning Guidance yet to be received from Scottish Government, this year's approach has been informed by internally developed planning guidance which emphasises the importance of aligning efforts with NHS Scotland's strategic priorities and NES's corporate strategy, as well as the requirement for savings to enable the Board to deliver a balanced budgetary position.

c) Freedom of Information (FOI)

In quarters one and two of 2024-25 NES received a total of 72 FOI requests in comparison to quarters one and two of 2023-24 when 51 requests were received. This equates to a 41% increase for the same period.

98.6% of responses met the statutory timescales of 20 working days, with one breach of 4 working days. The breach followed the ruling of an internal review which found that the withheld information should be disclosed by NES. The information requested related to a significant number of emails and associated communication held over different Directorates and involved another public body. Gathering and redacting the information had an impact on the response time.

The Medical directorate received the highest amount of FOI requests, followed by NTS.

A protocol has been prepared which provides an overview of the FOI process for Directorates to follow and has been presented at Senior Operating Leadership Group (SOLG) and will be published on Intranet alongside other updated protocols.

A paper is currently in development around publishing FOI responses on the Intranet and the externally on the Internet, including further information and signposting around FOI requests.

4.10 Social Care Directorate

a) Delayed Discharge

The Director of Social Care continues to contribute to the national mission to reduce the number of people whose discharge from hospital is delayed. The Director of Social Care attends the weekly Collaborative Response Assurance Group (CRAG) meetings chaired jointly by the Cabinet Secretary and COSLA's Health and Social Care spokesperson. NES colleagues are also supporting the work of the National Improvement Workstream, along with COSLA, Health Improvement Scotland (HIS) and policy colleagues, through which best practice examples are being curated and shared and improvement support offered.

4.10 Workforce

a) National Trainee Services team

The National Trainee Services team have issued 449 Certificates of Sponsorship to Doctors and Dentists in Training (DDiT) with 442 applications granted by the Home Office. With a further 46 extension and Locum Appointments for Training processed providing a total of 495 Certificates of Sponsorships issued.

b) NES Wellbeing Coaching

The launch of our NES Wellbeing Coaching resource has been successful and offers a confidential internal service open to all NES colleagues. It provides up to 2 hours of support by a qualified coach. Staff can self-refer for support without the need to discuss with your line manager.

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

5.1 Chief Executive Update

I continue to enjoy meeting with a range of NES staff either to discuss key NES programmes and initiatives or as part of their induction. Since the last Board meeting, I am continuing to connect with NES staff to communicate key strategic messages through all-staff webinars.

The most recent staff engagement took place at the staff townhall on 7 November 2024, where I engaged with Workforce colleagues. This event was attended by 108 colleagues.

I am pleased to announce that the recruitment process to fill our Associate Director of HR is in progress with the advert closing on 15 November 2024.

5.2 Medical

a) NES Annual Conference 2025 - Learning for Change: Tackling Health Inequity through Education and Workplace Learning

NES will be hosting the conference online on 24 and 25 April 2025. This conference is for colleagues from all professional disciplines across health and social care with an interest in education and training, workforce development and digital solutions.

b) Welcoming International Medical Graduate's New to Scotland (WINS)

WINS is an enhanced induction for International Medical Graduates (IMGs), continuing from GP-STEP (Scottish Trainees Enhanced Programme 2015–2024). All IMGs and their Educational Supervisors were invited, recognising that the trainer / trainee relationship is key. The aim of the session is to support addressing differential attainment, a priority for the General Medical Council (GMC) and Scotland Deanery. Three sessions have been held across Scotland in Glasgow, Edinburgh and Aberdeen with all sessions receiving very positive feedback. The WINS team are already planning for February and August 2025 recruitment and induction utilising the learning

from the sessions to date to improve the offering.

c) New Primary Care Resources

A new podcast series 'The Whole Story' has been launched. This podcast shares wisdom and insights on a range of topics to help people working in Primary Care expand their thinking, be happier at work, and deliver great care. The most recent episode on 'Belonging' was released on 3 October 2024.

<https://nestthewholestory.podbean.com/>

d) Webinar series

A new version of the popular webinar series 'A Day in the Life of a Busy General Practice' has recently launched, aimed at GPs, General Practitioner Specialty Trainers (GPSTs) and Nurses working in General Practice. There are 10 webinars on topics such as Gastrointestinal Problems, Adverse Childhood Experiences and Blood Borne Viruses.

e) Menstrual Health module

NES were commissioned by Scottish Government to develop eLearning modules for practitioners in Scotland on Menopause and Menstrual Health as part of the Women's Health Plan. They are aimed at primary care professionals to support the adoption of an engaged, person-centered approach to girls' and women's menstrual health: [Menstrual Health module](#) is available on Turas. The Menopause module is at build stage and will be available before the end of 2024.

f) International Bereavement Education Annual Conference

The fifth [NES Bereavement Education Annual Conference](#) will be held online on Tuesday 3 December 2024. The title of this conference is, 'Bereavement in the modern world: Kindness in the chaos'. This one-day virtual event is available for all health and social care staff.

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

a) Biomedical Science programme

The NHS Scotland Academy (NHSSA) continues to provide targeted education and training across diverse professional groups and career levels. Recently, it introduced Scotland's first national Accelerated Biomedical Science programme, endorsed by the Institute of Biomedical Science (IBMS). Launched in October 2024 with an inaugural cohort of five Biomedical Scientists, the programme enables graduates from non-applied IBMS-accredited degrees (without clinical placements) to complete the IBMS Registration Training Portfolio in just 12 weeks—significantly shorter than the usual 12–18 months.

This programme addresses a key workforce need by streamlining the path to registration for new Biomedical Scientists in Scotland.

b) Climate sustainability

The NHS Scotland Academy (NHSSA) integrates climate sustainability and justice principles across its education and training programmes. This includes embedding sustainable practices within the National Perioperative (NPP), Ultrasound (NUTP), Workforce (NWP), and Endoscopy Training Programme portfolios (NETP). Examples

include promoting green theatres, sustainable procurement, minimising the use of single-use items, and fostering a culture of recycling. Additionally, NHSSA induction resources introduce key climate change and sustainability principles, guiding new team members to core strategy, educational resources and sustainability-focused training opportunities.

c) Turas Refresh

The Turas Refresh programme has developed an “Outline Business Case” (OBC) setting out plans for the future development of the platform and this continues through Scottish Government assessment and decision-making structures. In the meantime, work continues at pace gathering information on requirements to inform and fully understand the technical build and development elements. The programme team continue to work up detailed programme delivery and resourcing plans which will support the development of a “Full Business Case” (FBC). The FBC will include the wider system benefits of the programme as well as how it will impact on individuals across the Health and Social Care Workforce. The FBC, when approved, will signal the commencement of the funded programme into the delivery phase.

d) Medical Associate Professions (MAPs)

The MAPs workstream continues to support existing and learner MAPs within services. Activity enhances understanding and appreciation of these roles whilst also preparing for the requirements of NES, due to pending GMC regulation of Physician and Anaesthesia Associates in December 2024.

e) Clinical Entrepreneurs Programme

NES is continuing to support recruitment to the UK-wide Clinical Entrepreneurs Programme, enhancing potential for NHS Scotland.

5.4 Nursing, Midwifery & Allied Health Professions (NMAHP)

a) Equality Impact Assessments (EQIAs)

Based on the NES guidance NMAHP have implemented a comprehensive, supportive and collaborative system for the creation, quality assurance and approval of Equality Impact Assessments (EQIAs) in the Directorate.

5.5 Pharmacy

a) Community Pharmacy Learning Together - Migraine Management.

NES pharmacy hosted a webinar (during Migraine awareness week) and is soon to launch an e-learning resource to support pharmacy team members to manage patients with migraine in primary care. The webinar outlined a project that was initiated in NHS Grampian and rolled out to further health boards throughout this year upskilling pharmacy team members throughout Scotland

b) Listening events

NES Pharmacy is undertaking a programme of listening events as part of the next phase of the reforms to the education and training of pharmacists – the reforms will see pharmacists join the register as prescribers from August 2026. The aim of these listening events is to co-produce an updated post registration foundation programme

with stakeholders from across Scotland.

c) First UK Community Pharmacist obtains Advance Practice Level Credential from Royal Pharmaceutical Society

NES Senior Educator Maxine McCabe has become the first community pharmacist in the UK to be credentialled as a Core Advanced Pharmacist by the Royal Pharmaceutical Society. Maxine works part-time as a Senior Educator in the NES Pharmacy Prescribing & Clinical Skills team alongside her clinical role as a Teach and Treat Training Hub lead at Burnside Pharmacy in Lanarkshire. Credentialing requires evidence of working across all four pillars of advanced practice. For more information see our [news story](#).

5.6 Psychology

a) NES Transforming Connections – Trauma Skilled Training for the workforce supporting Care Experienced Children and Young People.

To support the ambition of Keeping the [Promise](#) and the new Care and [Justice Act](#) within services for children and young people, this work continues to develop. Following the successful pilot and initial roll out across 2022/23 of the NES Trauma Skilled level training for the workforce supporting Care Experienced Children and Young People to 456 staff, delivering this work continued into 2023/24.

The aim was to progress the reach of the training, both by offering the training package to new and existing stakeholders and develop a network of trainers within priority groups. Attendees for the training have included public health nursing, people from the children's hearing system, The Care Inspectorate and Who Cares Scotland. The training and follow up coaching has been attended by a further 223 members of the workforce. Training for trainers has reached a further 12 staff. The NES lead for the programme of work has been engaging with the new trainers and supporting the local delivery and implementation.

Data from the evaluation shows a marked increase in participants self-reported feelings of confidence about the intended learning outcomes, and qualitative feedback evidenced that learning led to intended changes to practice.

5.7 Social Care Directorate

a) Specialist Lead (Health Inequalities)

We are pleased to have recruited Christina Fernandez-Garcia as our new Specialist Lead (Health Inequalities). By working across NES and with external partners, this post will support our strategic ambition to advance a health equity approach in our education and training programmes.

b) Refugees or Asylum Seekers

The Associate Director in the Social Care Directorate leads the group of partners working with the Scottish Refugee Council to extend education and employment opportunities for people who are Refugees or Asylum Seekers. Healthcare Improvement Scotland (HIS) have recently joined the group to advance volunteering

opportunities in health and social care services. Discussions are also taking place with NHS Employers England where similar work is underway.

c) Children and Young People’s Commissioner for Scotland

In providing leadership to NES’s work on Children’s Rights, The Promise and United Nations Convention on the Rights of the Child (UNCRC) the Director of Social Care recently joined the Chief Executive and our Head of Programme in NMAHP in an introductory meeting with the Nicola Killean, the Children and Young People’s Commissioner for Scotland.

5.8 Workforce

a) Line Managers Handbook

The NES Line Managers Handbook launch event took place in September 2024. Eighty seven line managers from across NES attended with a recording of the event available to all managers as well as the handbook being accessible for all NES staff.

b) NES Hybrid Working policy

The NES Hybrid Policy was launched in September 2024 with the implementation of the policy now being monitored. A webinar focusing on the hybrid working policy was held in November 2024 and provided an opportunity for the workforce to raise any questions and to share elements of good practice around working in a hybrid model.

c) NHS Management Training Scheme (MTS)

The Scottish Government has confirmed that funding for 2025 will be for 4 General Management Trainees. The MTS Steering Group has been informed and continues to progress a regional approach to the Scheme for this cohort.

d) Succession Planning

Individual Development Plans have or are in the process of being finalised for those aspiring successors for Cohort 1 and Cohort 2 roles. These plans focus on closing the readiness gap for the role(s) to which individuals aspire and will be reviewed as part of the NES Personal Review and Planning Mid-Year Review process.

6 Partnerships - how we are supporting our partners

6.1 Strategic Partnerships

a) Strategic Partnerships

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

b) Academy of Medical Sciences

A Memorandum of Understanding (MoU) between the Academy of Medical Sciences and NHS Education for Scotland has been established to become a member of the Academy's FORUM. The Chief Executive has been invited to join the Academy of Medical Science's FORUM Advisory Group.

c) Four Nations

NES, NHS England, Health Education and Improvement Wales (HEIW) and the Northern Ireland Medical and Dental Training Agency (NIMDTA) have agreed to collaborate on six workstreams. Initial meetings are being arranged to include colleagues from across the four nations.

d) Digital Health and Care Innovation Centre (DHI)

NES's partnership with the Digital Health and Care Innovation Centre (DHI) hub continues to progress. The next phase of partnership working incorporates increased engagement regarding skills enablement in Morayshire, with a potential to replicate elsewhere for broader benefit. We are progressing specific exploration of Extended Reality (XR) immersive simulation and mental health with a focus on suicide prevention. We are working with academic and industry leads to progress a submission to the Mindset UK challenge in mid- December 2024.

e) Accelerated National Innovation Adoption (ANIA) Pathway

NES continues its partner function in the Accelerated National Innovation Adoption (ANIA) Pathway informing workforce, education and training issues with two new considerations: digital fracture liaison service and electrocardiography (ECG) patches.

6.2 Chief Executive Update

- a) NES works with partners, stakeholders, and our own staff to build careers, lives and the future sustainability of the health and social care workforce. Partnership working is integral to ensuring that NES education, training and workforce development is co-designed and shaped by the voice and needs of people with lived experience as well as the needs of health and social care staff.
- b) The NES Executive Team (ET), Transformation Group (TG) and Strategic Implementation Group (SIG) continue to meet formally. Collectively these are focusing on strategic matters, strategic scrutiny, cross-organisational leadership and ensuring the direction of strategy with the focus on our people, partnerships, and performance.
- c) I conducted an online session with members of the key groups across NES. The purpose was to inform and develop sessions I am leading with ET, SIG, and SOLG. The focus is to understand the interdependencies and resilience necessary to enhance the key groups within the organization and lead change collaboratively.
- d) My engagement with a breadth of key stakeholders across health and social care continues. This includes a wide range of colleagues across NHS Scotland, including the Chief Executives and other senior colleagues, NHS National Board Chief Executives (BCEs), NHS BCEs and Scottish Government, NHS Board Chief Executive's Private meetings, and Strategy and Business meetings.

As with all Accountable Officers, I meet monthly with Caroline Lamb (Director-General of Health and Social Care and Chief Executive of NHS Scotland).

- e) I am Chairing / co-chairing the Joint Negotiating Committee on contract reform for junior/resident doctors and dentists in training. I am the NHS Chief Executive lead on pay negotiations for consultants, Specialty and junior/resident doctors and dentists in training and as the BCE lead for the National Care Service development work.
- f) Engagement with the Scottish Government (SG) continues through my regular 121 meetings with a number of SG colleagues and my attendance at wider SG meetings. NES continues to engage with SG through the Strategic Sponsorship involving myself, NES Chair and SG's Director of Health Workforce. The focus of discussions has been on funding arrangements and NES priorities.

6.3 Dental

a) National Occupational Standards (NOS)

Our Associate Post Graduate Dental Dean has been invited by Skills for Health to Chair the UK Wide Group leading the review the National Occupational Standards (NOS) for both Dental Nursing and Dental Technology. This review will ensure the standards reflect the General Dental Council Safe Practitioner standards and inform future qualification developments. [Competences/ National Occupational Standards in development | Skills for Health](#)

b) Scottish Apprenticeship Development Group (ADG)

In partnership with Skills Development Scotland, our Associate Post Graduate Dental Dean will chair the Scottish Apprenticeship Development Group (ADG) as part of the review and development of the Modern Apprenticeship in Dental Nursing. The workstream's Lead Dental Care Professional Tutors will also participate in this group working with key stakeholders across Scotland to ensure the revised apprenticeship meets the needs of the dental workforce.

6.4 Medical

a) Enhanced Monitoring

NES quality management team have been collaborating with NHS Tayside and NHS Ayrshire & Arran. Both sites have significantly addressed the concerns leading to Enhanced Monitoring status. NHS Tayside and NHS Ayrshire and Arran were de-escalated from Enhanced Monitoring on the 23 October 2024.

Two sites remain on Enhanced Monitoring, General (Internal) Medicine at Queen Elizabeth University Hospital and General Surgery at University Hospital Monklands. We continue to support the sites and note the significant engagement by the Health Board management and local clinical teams. Both sites will receive a follow up visit as required by the GMC in 2025.

6.5 NES Technology Service (NTS)

a) Scan for Safety

NTS continues to work with the NHS Scotland Scan for Safety programme to deliver a storage solution that meets the needs of the Medical Device Data Hub while laying the foundations for a national approach to clinical structured and unstructured data storage. The final iteration of the National Digital Platform (NDP) Structured Clinical Data Service is now available in production environments. This release allows our delivery partner, NHS National Services Scotland (NSS), to integrate the associated Medical Device Data Hub product onto the platform. The team are now supporting the testing phase of the programme with a focus currently on performance. Go-live is expected for November/December 2024 based on programme assurance sign-off.

b) Accelerated National Innovation Adoption (ANIA)

The Digital Dermatology Programme received approval to proceed to go live at the Digital Dermatology Programme Delivery Board on 24 October 2024 following successful End to End (E2E) User Acceptance Testing (UAT) of the Digital Dermatology national service offering with three launch Health Boards (NHS D&G, NHS GGC & NHS Lothian).

As of the 31 of October 2024 the programme team have successfully completed a live test with a GP practice in NHS Greater Glasgow & Clyde (GGC). This is a significant milestone toward the roll out of this national service. NHS GGC intend to start a staged rollout of this service during November 2024, subject to call off contract signing.

This has been a great example of collaboration between NES Technology Service (NTS), National Services Scotland (NSS), Centre for Sustainable Delivery (CfSD), Digital Health and Care (DH&C), Consultant Connect (CC) and Local Health Boards.

c) Real Time Staffing (RTS)

Real Time Staffing (RTS) – continue to work with boards and HIS to ensure product offering meets national needs and reduces duplication within the service. The Turas Real Time Staffing application provides a consistent approach to how teams record their daily activity, acuity, actual staffing and what staffing they require (in their Professional Judgement), to be able to deliver safe and effective care. Turas Real Time Staffing helps Health and Social Care services to meet the requirement to assess real-time staffing and risk, specified in the [Health and Care \(Staffing\) \(Scotland\) Act 2019](#).

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

a) Surgical First Assistant (SFA) Programme

The NHS Scotland Academy (NHSSA) fosters partnerships with diverse stakeholders to co-produce education and training programmes that support flexible career development, often through credit-rated options. A key example is the UK's first accelerated Surgical First Assistant (SFA) Programme, credit-rated at SCQF level 10 (40 points) and accredited by the Royal College of Surgeons of Edinburgh and the Royal College of Physicians and Surgeons of Glasgow.

b) The NHS Scotland Academy (NHSSA) partners with Higher Education institutions to enhance research-driven education and enrich the learner experience. This includes supervising MSc students at the University of Strathclyde, collaborating with the University of Dundee on Pharmacy research, and conducting qualitative and case study research on national training programmes with Glasgow Caledonian University. Summaries of each territorial Board's participation in NHS Scotland Academy programmes in 2023-24 have been issued to senior teams including Chairs and Chief Executives.

c) Pathways and Partnerships team

The Pathways and Partnerships team is focused on developing new future-focused learning pathways. The team is undertaking discovery activity to ensure strategic alignment and plans for maximising impact through the development of scalable methodologies with reach into health and social care. There are links with the following SKPI's:

- Stakeholder satisfaction
- Data utilisation
- Supporting young people
- Digital skills
- Attraction, reach and accessibility (People)

d) Knowledge Management and Discovery

The Knowledge Management and Discovery staff continue to work in partnership with NES Executive Team (ET) colleagues on the next tender of the digital library resources. Invitations to tender have been issued and evaluated. Indicative costs have been received and preferred suppliers from the competitive tenders identified. A paper is being prepared for ET outlining different pricing options for consideration.

The Knowledge Management and Discovery staff continue to support NHS Lothian to prepare their content for the Boards's migration to Turas Learn in 2025.

e) The NHS Scotland Youth Academy team is progressing activity on enhancing attraction to undergraduate medicine, including updating an online application resource hub, in partnership with the Medical Schools Council.

f) Collaborative engagement with the three regional innovation hubs (North, West and South East Scotland) is enhancing understanding of context specific needs and innovation pipeline activity and what this could mean for future skills needs. The north region is developing scoping activity for their sector. All three hubs are involved in sourcing live clinical projects that can support clinical Artificial Intelligence (AI) fellows for the next cohort intake, meeting programme needs of work based clinical learning and in line with NES funded support for developing workforce skills in this sector

g) NES continues to support direct engagement with National Manufacturing Institute Scotland (NMIS), NHS Grampian and NHS Shetland on a potential foresighting collaboration focused on AI.

h) A Senior Specialist Lead has been recruited to progress our Scottish Government commission on apprenticeships and earn-as-you-learn routes. NES is working jointly

with Skills Development Scotland to provide research support. Project will complete in mid-March 2025.

6.7 Psychology

a) The Enhanced Psychological Practice (EPP) Programme

The Enhanced Psychological Practice (EPP) Programme works closely with NHS Boards across Scotland. To date EPP learners have been placed in 11 of the territorial Boards, and NHS 24. The programme has close working relationship with the Heads of Psychology Services (HOPS), Psychological Therapies Training Coordinators (PTTC)s, and local supervisors to support placement planning within local health board contexts.

Within the EPP Programme there are two courses; one which focuses on learners working with Adults (EPP-A), and a course targeted at learners working with Children, Young People and their Families (EPP-CYP). NHS Greater Glasgow and Clyde (NHS GGC) has recently evaluated the impact of having EPP-CYP learners within its Child and Adolescent Mental Health Service (CAMHS) teams. In the 12-month period under review, they found that having staff trained by the EPP-CYP course in manualised psychological interventions had a positive impact within the tier 3 CAMHS service. In particular, the EPP interventions were widely applicable, with a broad age range of children and young people (CYP) receiving the interventions. Additionally, over half the children and young people that completed an EPP intervention were either discharged, or remained open for medication monitoring only, which demonstrated the clinical value of the interventions. Furthermore, they calculated that the EPP interventions contributed 277 hours of clinical time to the service.

Since the first intake of learners on the EPP-CYP course in April 2022, NHS GGC has offered 11 placements for EPP- CYP learners, and continue to engage with the EPP programme, with a further three EPP-CYP learners due to commence in November 2024.

b) Trauma Informed Justice

In 2023, the Cabinet Secretary for Justice and Home Affairs launched the Trauma Informed Justice Knowledge and Skills Framework for working with Victims and Witnesses, which was developed by the psychology directorate in NES in partnership with victims and witnesses and justice leaders. We have recently produced a brief animation to introduce the framework, which can be found on the NTTTP website here: [V&W Framework - National Trauma Transformation Programme](#). NES are now working directly with many member organisations of the Victims Taskforce to support their development of appropriate training and implementation support in line with the framework, including with Police Scotland, Crown Office, Scottish Courts and Tribunal Service, the Judicial Institute and the Law Society of Scotland. We are also involved in some direct delivery of training, including a substantial programme of enhanced trauma training with the Judicial Institute to all judges and sheriffs sitting in the high court, and by the end of 2025 to all sheriffs sitting in sheriff and summary courts.

In partnership with victims and witnesses and prospective learners, NES have developed two key e-learning modules designed to support the trauma informed knowledge and skills of everyone across the justice workforce who has contact with

victims and witnesses, in line with the informed and skilled sections of the framework. These were formally launched online by the Cabinet Secretary for Justice and Home Affairs, on 6 November 2024.

6.11 Social Care

- a) We continue to contribute expertise and knowledge to the national review of the Health and Social Care Standards and of Care Service Definitions. We are also part of the advisory group informing the Institute for Research and Innovation in Social Services (IRISS) work on ethical commissioning.
- b) Colleagues in the Social Care Directorate are making excellent progress with our commissioned work, jointly with the Scottish Social Services Council (SSSC), to develop a National Induction Framework and Career Opportunities tool for social care. This has benefitted from extensive engagement with key stakeholders.
- c) As an extension of work on developing an Adult Social Care Skills response plan, the Social Care Directorate, working with SSSC and Skills Development Scotland (SDS), recently held a workshop with partners focusing on the current challenges and possible solutions to supporting social care workers to attain qualifications to remain registered. A follow up meeting is planned for November 2024 and proposals will be taken to the Joint Social Services Taskforce.

6.12 Workforce

a) **Leading to Change**

The Leading to Change (L2C) team continue to design, promote and deliver leadership development resource for leaders at all levels and bespoke audiences at senior leader level with 14,4405 registered users currently on the LTC app. Other activity includes Adaptive Learning Sets (ALS) for Senior Systems Leaders recruited in August 2024, with 2 cohorts now confirmed to take place in October 2024-April 2025 and January 2025-June 2025. There has been a targeted approach to recruit into around 30 places in this first year, via NHS Board Succession Planning leads, key partners in Social Care and Social Work and the Ethnic Minorities Forum. A proposal to extend this offer is in discussion with Scottish Government.

b) **Centre for Workforce Supply (CWS)**

The Centre for Workforce Supply (CWS) supports workforce capacity across NHS Scotland, aligned to the Scottish Government National Workforce Strategy, helping to ensure that the sector has the right people in the right place at the right time. CWS Medical Network Learning Sessions have taken place on “The Specialty, Associate specialist and Specialist (SAS) Doctors and Dentists Development Programme” and a “Spotlight on GP retention.”

c) **The Armed Forces Talent programme**

The Armed Forces Talent programme aims to attract and create sustainable career opportunities that support the transferable skills from the Armed forces community into meaningful careers in the NHS and social care. Supporting Boards across the Armed

Forces ambassador network has had positive impact in identifying and attracting the armed forces community to key roles that have been hard to fill such as estates and facilities roles.

Working with Royal College of Nursing (RCN) the team have supported 20 armed forces young cadets to gain valuable experience and confidence to apply for nursing careers and other related health and social care roles. This activity strengthens the connection with the armed forces community and health and social care and developed a talent pipeline of potential resources. This all supports the very strong commitment NES has to the conditions and principles of the Armed Forces Covenant.

NHS Education for Scotland

NES/23/76

Agenda Item: 8a

Meeting Date: 21 November 2024

Public Board Paper

1. Title of Paper

1.1 NES Anchors Strategic Plan Update

2. Author(s) of Paper

2.1 Christina Bichan, Director of Planning & Performance

3. Lead Director(s)

3.1 Christina Bichan, Director of Planning & Performance

4. Situation/Purpose of paper

4.1 This paper provides an update on Anchors Planning activity and the implications for NES and our Anchors Strategic Plan.

5. Background and Route to Meeting

5.1 In November 2023, the Board approved NES's first Anchors Strategic Plan (ASP), which set out our intentions and contributions as an Anchor institution and demonstrated how our work as a learning organisation can improve outcomes for local communities and the environment, through both our direct activities and the work we do to support partner organisations.

5.2 The content of NES's ASP was informed by directorate contributions and set out 2023-24 and planned 2024-25 activities that would support the development of NES's Anchor institution status.

5.3 It also directly responded to Scottish Governments ASP Guidance which contained explicit guidance for National Boards and for NES specifically, an ask to reference the following: 'Enhance local supply pipelines and cement

each NHS Board's role as an 'anchor institution', for instance through our national approach to apprenticeships and community outreach.' Our ASP thus included a number of initiatives that highlight our commitment to increasing apprenticeship opportunities and working directly with communities with the aim of supporting local people into health and social care roles.

6. Assessment/Key Issues

- 6.1 In late October 2024, Scottish Government issued guidance on the further development of Anchors Strategic Plans which had been informed by a review of Boards initial plans in early 2024/25. The Guidance included advance notice of the Anchor requirements likely to be set within the 2025/26 Annual Delivery Plan Guidance, when issued.
- 6.2 The need for specific, measurable objectives and clear governance was highlighted alongside feedback from Boards which had expressed support for maintaining momentum on the Anchors agenda and requested flexibility in identifying priorities, as well as templates to aid in drafting their plans.
- 6.3 In respect of planning for 2025/26 the guidance set out a likely requirement for all NHS Boards to meet minimum standards, including Real Living Wage accreditation, clear governance, and specific objectives across key strands.
- 6.4 It also provided a set of expected requirements for all National Boards:
- 4 - 6 specific objectives across three key strands (workforce; procurement; and land and assets) against which progress can be measured.
 - Data on Anchor activity using nationally agreed set of metrics
 - A template ASP, which can be used by Boards at their discretion.
- 6.5 The guidance also set out a specific ask which is anticipated for NES in respect of "Supporting the Workforce strand of the Anchor Workstream", an area where we have considerable activity and ongoing discussions around deliverables and priorities.
- 6.6 The Annual Delivery Plan Guidance for 2025/26 is expected to be issued to Boards in late November or early December 2024, with required information to be submitted by March 31, 2025. We have had early dialogue with our Sponsor Team regarding the content and expect this to align well with our medium-term priorities and the commitments set out within the NES Strategy.

- 6.7 As well as submitting our Annual Delivery Plan and Anchor activity intentions by the end of March 2025, we expect to be required to return an annual update on our Anchor Metrics within the same timeframe.
- 6.8 Ahead of the formal guidance being released work on these areas is progressing across NES as part of our operational planning cycle and the draft documents have been scheduled through the required governance steps ahead of the anticipated deadlines.

7. Recommendations

- 7.1 The Board is asked to note the update provided.

Author to complete **checklist**.

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

Christina Bichan
November 2024
NES

NHS Education for Scotland

NES/24/77

Agenda Item: 8b

Date of meeting: 21 November 2024

Public Board Meeting

1. Title of Paper

1.1. NES Stakeholder Survey Report 2024

2. Author(s) of Paper

2.1. Nick Hay, Principal Manager – Communications and Engagement

3. Lead Director(s)

3.1. Christina Bichan, Director of Planning and Performance

4. Situation/Purpose of paper

4.1. The Board is asked to review and approve the Stakeholder Survey Report 2024 and associated action plan/stakeholder map.

5. Background and Governance Route to Meeting

5.1. A paper was brought to NES's Executive Team in May 2024, outlining a number of draft questions to be used in NES's Stakeholder Survey 2024. The survey was sent to a list of database contacts on 1 July 2024. A further request to share the link with networks was communicated to NES staff in July, along with social media promotion throughout July and August. The survey closed on 21 August 2024 with a total of 1186 responses.

6. Assessment/Key Issues

- 6.1. General awareness of NES remains relatively high across all stakeholder groups, though they are mostly unaware of our strategies.
- 6.2. Stakeholders see NES's role as principally Education, Training and Workforce Development.
- 6.3. Turas is our most widely used resource, though stakeholders don't recognise it or NES as a digital service provider.
- 6.4. Stakeholder satisfaction presents a mixed picture. National Boards and Public Sector colleagues are slightly more likely to recommend us to others. Independent Healthcare contractors/Health and Social Care Partnerships are the least likely to recommend NES to colleagues/partners. It is important to note that this is NES's first stakeholder survey to measure performance using the Net Promoter Score (NPS), one of the most common customer experience measurements. The previous survey in 2022 used an average satisfaction score out of ten (7 out of 10 from NHS Boards and 7.4 from Public Sector Organisations). Using the same methodology, NES receives slight decrease in our overall score of 6.36 out of 10 from all stakeholders in this year's survey.
- 6.5. The majority of stakeholders think that there's either the same level of activity or more from NES over the last two years.
- 6.6. The majority of our stakeholders believe NES is either partly or greatly meeting its purpose as a collaborative, innovative and inclusive learning organisation.
- 6.7. The Quality of Programmes of Work in NES scores the highest satisfaction rate, followed by Degree of Collaboration and Speed of Delivery.
- 6.8. "Time" was noted as the biggest barrier to using our products and services. Some stakeholders reflected a lack of protected time for learning. Others cited a lack of awareness of what NES does, access issues (technological and geographical) and a need for NES to be closer aligned to front-line staff.
- 6.9. The majority of respondents would like NES to do more Education and Training Resources, more work on Retention, more Supporting Continuous Professional Development and more Digital Skills and Leadership.

- 6.10. When asked about gaps in their own organisation, stakeholders rated Retention as the largest gap, followed by Domestic Recruitment, Education and Training Resources, Supporting CPD and Digital Technology and Data Innovation.

7. Recommendations

- 7.1. The Board is asked to review and approve the Stakeholder Survey Report 2024 and associated action plan/stakeholder map.

Author to complete checklist.

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

- a. Have Educational implications been considered?
 Yes
 No
- b. Is there a budget allocated for this work?
 Yes
 No
- c. Alignment with [Our Strategy 2023 – 26 People, Partnerships and Performance](#)
 1. People Objectives and Outcomes
 2. Partnership Objectives and Outcomes
 3. Performance Objectives and Outcomes
- d. Have key strategic risks and mitigation measures been identified?
 Yes
 No
- e. Have Equality, Diversity, Human Rights and health inequality issues been considered as per [Fairer Scotland Duty: Guidance for Public Bodies](#) and Corporate Parenting as per the [Children and Young People \(Scotland\) Act 2014](#)?
 Yes
 No

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

Yes

No

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

Yes

No

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

Yes

No

Author name: Nick Hay

Date: 12.11.24

NES Stakeholder Online Survey Results 2024 Report

1. Summary

This report sets out the results from the NES Stakeholder Survey 2024, including information on background, key findings, methodology, survey results and conclusions/recommendations.

2. Background

NHS Education for Scotland (NES) is the national health board with statutory functions for providing, co-ordinating, developing, funding and advising on education, training and workforce planning for the NHS and in partnership with SSSC for social care staff. It is a national organisation with a significant regional presence in Scotland.

NES is a leader in educational design, delivery and quality assurance. Utilising the very best in technology enabled learning, organisational and leadership development, workforce and learning analytics and digital development, across the entire health and social care workforce and in every community in Scotland, NES will help to facilitate staff to be supported, skilled, capable, digitally enabled and motivated to deliver improved outcomes.

NES leads national programmes such as the NHS Scotland Academy and NHS Scotland Youth Academy (with NHS Golden Jubilee), the National Centre for Remote and Rural Health and Care, and the Centre for Workforce Supply. NES also leads national level quality improvement development programmes and is leading on the development of the national digital platform and a wide range of digital technology solutions.

As part of its stakeholder engagement, along with six monthly Net Promoter Score Surveys, NES undertakes a large survey once every two years. The previous stakeholder survey took place in 2022.

It was agreed by the Executive Team that NES would conduct an online survey over the summer using Microsoft Forms, with analysis undertaken in-house, reporting to the NES Board in November 2024.

3. Methodology

NES developed the survey questions and sent an email link to its database of contacts on 1 July 2024. A further request to share the link with networks was communicated to NES staff in July, along with social media promotion throughout the July and August. The survey closed on 21 August 2024 with a total of 1186 responses. The significant increase in results compared to NES's Stakeholder Survey in 2022 can be attributed to the increase in communications to promote the survey. The distribution list used in 2022 was the basis for the 2024 survey stakeholder list, with some refinement which reduced the number of stakeholders contacted.

A total of 1186 responses were returned and broken down as follows:

Category	Count
Scottish Government	9
NHS Scotland Territorial Health Board	503
NHS Scotland National Board	285
Social Care Service - Public Sector	15
Social Care Service - Third Sector	20
Social Care Service - Independent Sector	10
Health and Social Care Partnership	147
Independent Healthcare Contractor (GP, Dentist, Pharmacist, Optician, etc)	132
Local Authority	9
Scrutiny or Improvement Organisation	4
Research Organisation	2
Public Partner - Unpaid Carer Representative	1
Public Partner - Service User Representative	1
Patient Representative Group	1
Academic Institution	17
Other	30

Territorial Boards represent the majority of respondents (42%), followed by National Boards (24%), Health and Social Care Partnerships (12%) and Independent Healthcare Contractors (GPs, Dentists, Pharmacists, Opticians, etc) (11%).

Of all respondents, 41% reported working locally, 38% regionally and 21% nationally.

Respondents were also asked to note their level of responsibility:

Levels of responsibility	Count
Executive or Non-Executive Director	50 (4%)
Management	357 (30%)
Deliver Care	437 (36.8%)
Educator	187 (15.7%)
Other (e.g. Project Manager, Researcher, Biomedical scientist, Lecturer, Support Worker, Analyst, Business Support)	155 (13%)

Territorial/National Boards:

51% of Territorial board respondents noted that they deliver care in some form whilst 28% cited Management. 17% of Territorial respondents noted that they have education in their role, whilst 5% noted Executive or Non-Executive Director.

Meanwhile, a lower figure of 39% of National Board respondents stated that they deliver care, while 29% stated Management. 21% of National Board respondents noted they are Educators. Similar to Territorial Boards, 5% cited Executive or Non-Executive Director.

Independent Healthcare contractors/Health and Social Care Partnerships:

45% of respondents from Independent Healthcare contractors/Health and Social Care Partnerships noted that they deliver care along with 38% in a Management role, while 13% having Educator as their responsibility.

Social Care:

A higher number of respondents noted Management as their responsibility at 51%, while 17% delivered care and 15% cited Educator.

Public Sector/Other:

Among Public Sector/Other respondents, 29% are in Management, 25% are Educators, 15% are involved in Care Delivery, and 13% serve as Non-Executive Directors.

4. Key Findings

A detailed breakdown of the survey results has been provided in Appendix 1. For reporting purposes, the data has been categorised as follows:

- Awareness of NES and the work it does
- Working with NES and NES products
- Service satisfaction
- Gaps in provision
- Conclusion/Recommendations

In addition, responses have been grouped by stakeholder type:

- NHS Territorial/National Board,
- Independent Healthcare contractor/Health and Social Care Partnership,
- Social Care Service (public/independent/third sector),
- Public Sector (Scottish Government/Local Authority) and 'Others' including Academic Institutions, Scrutiny and Research Organisations and Public Partner Representatives.

The survey findings highlight that:

- General awareness of NES remains relatively high across all stakeholder groups, though they are mostly unaware of our strategies.
- Stakeholders see NES's role as principally Education, Training and Workforce Development.
- Turas is our most widely used resource, though stakeholders don't recognise it or NES as a digital service provider.
- Stakeholder satisfaction presents a mixed picture. National Boards and Public Sector colleagues are slightly more likely to recommend us to others. Independent Healthcare contractors/Health and Social Care Partnerships are the least likely to recommend NES to colleagues/partners. It is important to note that this is NES's first stakeholder survey to measure performance using the Net Promoter Score (NPS), one of the most common customer experience measurements. The previous survey in 2022 used an average satisfaction score out of ten (7 out of 10 from NHS Boards and 7.4 from Public Sector Organisations). Using the same methodology, NES receives slight decrease in our overall score of 6.36 out of 10 from all stakeholders in this year's survey.
- The majority of stakeholders think that there's either the same level of activity or more from NES over the last two years.

- The majority of our stakeholders believe NES is either partly or greatly meeting its purpose as a collaborative, innovative and inclusive learning organisation.
- The Quality of Programmes of Work in NES scores the highest satisfaction rate, followed by Degree of Collaboration and Speed of Delivery.
- “Time” was noted as the biggest barrier to using our products and services. Some stakeholders reflected a lack of protected time for learning. Others cited a lack of awareness of what NES does, access issues (technological and geographical) and a need for NES to be closer aligned to front-line staff.
- The majority of respondents would like NES to do more Education and Training Resources, more work on Retention, more Supporting Continuous Professional Development and more Digital Skills and Leadership.
- When asked about gaps in their own organisation, stakeholders rated Retention as the largest gap, followed by Domestic Recruitment, Education and Training Resources, Supporting CPD and Digital Technology and Data Innovation.

5. Stakeholder Map Considerations

In May 2023, a stakeholder map (Appendix 2) was produced which set out who our key strategic stakeholders are and an approximate assessment of our relationship with each of them, mapping “interest” against “influence”.

Using this, a Communication and Engagement Strategy was developed to support the introduction and implementation of the NES Corporate Strategy 2023-26, which considered the needs of stakeholders in respect of their position in the stakeholder map.

Based on the findings of the NES Stakeholder Online Survey Results 2024, there are several areas which warrant consideration in relation to our current stakeholder map which are outlined below. There are no findings which indicate any significant change is required to the mapping as set out, however, there are important insights which may be useful in shaping our actions and offer going forward.

Awareness and Perception

- **General Awareness:** While general awareness of NES remains relatively high across all stakeholder groups, there is a significant lack of awareness regarding NES's strategies, particularly in the social care sector. This suggests a need to target communication efforts more effectively to ensure all stakeholders are well-informed about NES's strategic plans.

Key Roles of NES

- **Education and Training:** Stakeholders primarily see NES's role in education, training, and workforce development. However, digital services are the least recognised role. This indicates a potential gap in stakeholder understanding of NES's digital offerings, which is an important consideration in future communications and stakeholder engagement efforts.

Stakeholder Satisfaction

- **Mixed Satisfaction Levels:** Satisfaction levels vary among different stakeholder groups. National Boards and Public Sector colleagues are more likely to recommend NES, while Independent Healthcare contractors and Health and Social Care Partnerships are less likely to do so. This highlights the need to focus on improving relationships and satisfaction levels with the latter groups.

Barriers to Utilisation

- **Time Constraints and Access Issues:** The biggest barriers to using NES products and services include time constraints, lack of awareness, and access issues. Addressing these barriers by providing more flexible learning options and improving communication about available resources could enhance stakeholder engagement.

Desired Improvements

- **Education and Training Resources:** Stakeholders have expressed a desire for more education and training resources, better support for continuous professional development, and enhanced digital skills and leadership training. These areas should be considered in future planning and resource allocation to improve stakeholder satisfaction and experience.

Gaps in Provision

- **Retention and Recruitment:** Stakeholders identified gaps in retention, domestic recruitment, education and training resources, and digital technology and data innovation. This will be brought into consideration in shaping our delivery plans.

Service Usage

- **High Usage of Turas:** A majority of stakeholders have used NES's services in the past two years, with Turas being the most widely used resource. However, there is a disconnect between stakeholders recognising Turas as a digital service and understanding NES's ownership of it. This highlights a need for clearer communication about NES's digital services and may well have applicability in considering other areas of NES's service delivery where there is evidence to suggest awareness can also be low.

6. Action Plan

Following consideration of the survey findings, an Action Plan has been developed to target improvement in the reach and impact of our communication and engagement activities. This will be progressed through the Corporate Communications Team, with progress reported on a quarterly basis to the Executive Team.

In addition to this action plan, the findings of the stakeholder survey will be given due consideration in the planning of the 25/26 Delivery Plan to ensure that the needs of stakeholders are a key consideration in planning our priorities.

1. Improve Communication

Objective: Enhance communication with stakeholders to increase awareness of NES's strategies and services.

- **Action:** Refresh the NES Corporate Communication Action Plan which supports the Communication strategy ensuring it includes regular targeted campaigns, newsletters, and webinars, as well as enhanced utilisation of social media to inform stakeholders about NES's roles, strategies, services and how their needs are being met.
- **Action:** Refresh NES's Communication protocols ensuring they align to the refreshed action plan and branding guidance, as per below.
- **Action:** A paper will be produced for ET, highlighting our refreshed focus and protocols to ensure our messages/branding is aligned.
- **Timeline:** Paper to be presented in December 2024. The updated plan to be in place by the end of December 2024 with implementation from 1st January 2025.
- **Responsible:** Principal Manager – Communication and Engagement

2. Create Consistency and Cohesion of Branding

Objective: Take a once for NES approach to all of our resources, including websites and social media accounts, ensuring all are principally branded NES.

- **Action:** Working in collaboration with Directors, we will develop and implement branding guidelines for NES, ensuring that all affiliated work, including websites and social media accounts are consolidated where appropriate and branded NES in the first instance. This will establish consistency and cohesion across all NES delivered programmes and services and includes standardising branding guidelines, templates, and messaging. It will also consider future branding for the Turas Refresh programme, aligning it to our overall approach.
- A paper will be brought to the Executive Team in December 2024 with guidance to be disseminated to NES staff early in January 2025.
- **Timeline:** Branding guidance to be in place by quarter 4, 2024/25.
- **Responsible:** Principal Manager – Communications and Engagement

3. Develop a Once for NES Approach to Communications and Marketing

Objective: Deliver maximum value from the capacity and capability available across the organisation in the communication and engagement space and ensure a targeted and measurable approach to communications on a Once for NES basis.

- **Action:** Map current capacity and capability across the organisation and create a unified approach to communication and marketing which leverages the strengths and resources available, focussing on delivering consistent messages, maximising reach, and measuring the impact of communications. Undertake a learning needs analysis within the Corporate Communications team to understand the knowledge, skills and behaviours required for the function.
- **Timeline:** Develop the plan within the next three months and implement it over the following six months.
- **Responsible:** Director of Planning & Performance/Principal Manager for Communications and Engagement

4. Monitor and Evaluate Progress

Objective: Ensure the action plan is effectively addressing the recommendations.

- **Action:** Establish a monitoring and evaluation framework to track progress and make adjustments as needed. This will expand upon current monitoring through the net promoter score Strategic KPI by including a range of indicators and metrics designed to provide an overview of reach, impact and satisfaction. Progress will be reported quarterly to ET and via 6 monthly reports to the new Planning & Performance Committee.
- **Timeline:** Framework to be developed by end of Quarter 4, 2024/25 and implemented for 2025/26.
- **Responsible:** Principal Manager – Communication & Engagement

7. Recommendations

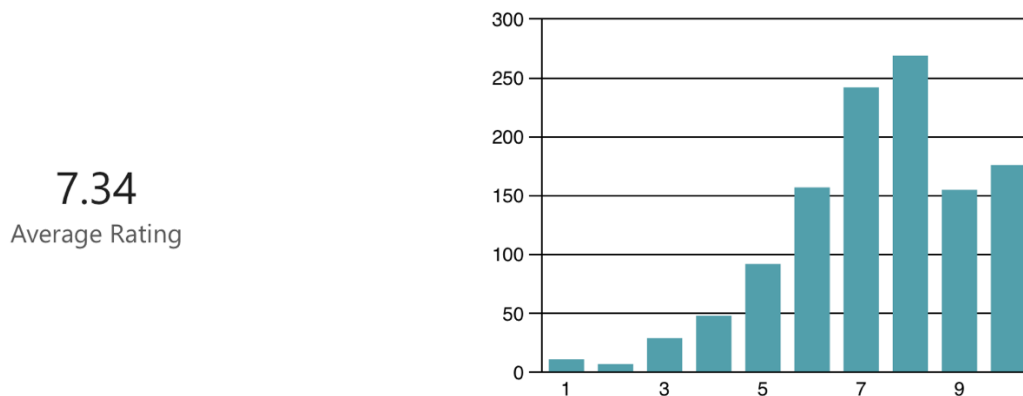
It is recommended that Board members:

- Note the results of the stakeholder survey and
- Endorse the proposed actions set out in Section 6

Appendix 1: Stakeholder Survey Results - Analysis

1.1 Awareness of NES and the work it does

Awareness of NES and the work it does is generally high with an average rating of 7.34 out of 10.



Territorial/National Boards:

51% of Territorial Board respondents scored between 8 and 10 while 49% of respondents from National Boards scored the same.

Independent Healthcare contractors/Health and Social Care Partnerships:

A similar picture is presented for respondents from Independent Healthcare contractors/Health and Social Care Partnerships, 49% of whom noted their awareness between 8 and 10.

Social Care:

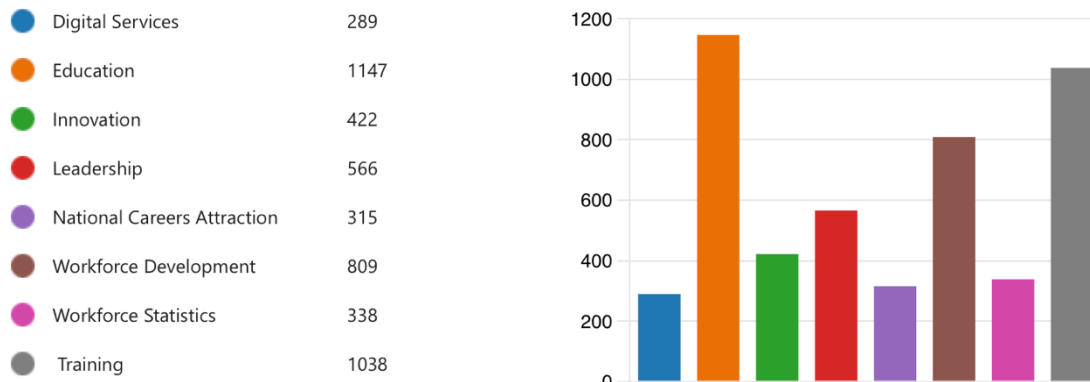
A slightly lower figure of 45% of Social Care respondents noted their awareness between 8 and 10.

Public Sector/Other:

60% of respondents in the Public Sector/Other category noted a high awareness of NES, scoring between 8 and 10. This was the highest score across all stakeholder categories.

1.1.1 Roles and remits of NES

When asked which of the following roles reflects the role and remit of NES, the majority of overall responses highlighted Education, followed by Training, Workforce Development, Leadership, Innovation, Workforce Statistics, National Careers Attraction and finally Digital Services.



Territorial/National Boards:

The majority of Territorial Boards reflected that Education (94%) and Training (100%) is our remit compared to National Board respondents - 96% of whom noted Education and 83% cited Training.

Only 20% of Territorial Boards thought that Digital Services reflected the organisation's remit compared to a higher figure of 30% for National Boards.

National Boards are therefore more likely to consider NES as a Digital Service provider.

Independent Healthcare contractors/Health and Social Care Partnerships:

97% of respondents from the Independent Healthcare contractors/Health and Social Care Partnerships category reflected that Education reflects NES's remit, along with 91% for Training. Within this group, only 17% of respondents believed that Digital Services fall under NES's responsibilities.

Social Care:

In contrast, 83% of those surveyed in Social Care indicated that NES's responsibility includes Education, 81% mentioned Training, and 26% referred to Digital Services.

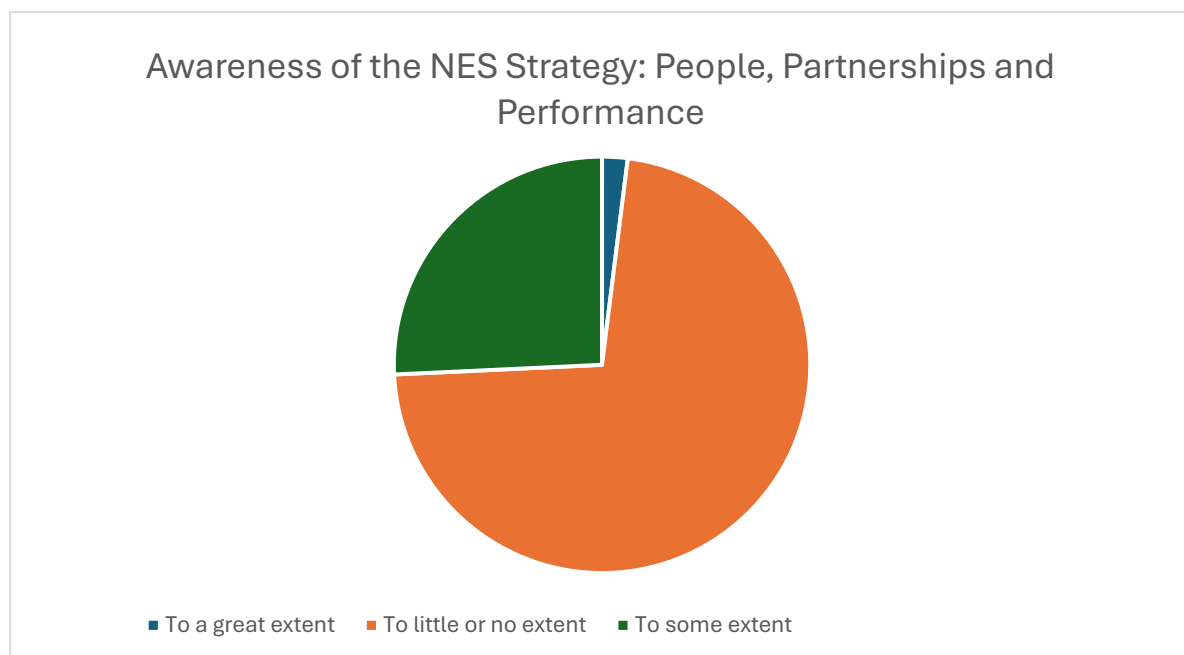
Public Sector/Other:

96% of this category reflected that Education is NES's remit, 90% stated Training, 79% cited Workforce Development and 31% noted Digital Services.

It is interesting to note that Digital Services receives the lowest rating across all groups, yet Turas is the most widely used resource amongst respondents, suggesting a disconnect between stakeholders seeing Turas as a digital service, a lack of awareness of NES's digital offering and a general lack of understanding in terms of NES's ownership of Turas.

1.1.2 Awareness of NES strategy: People, Partnerships and Performance 2023-2026

Awareness of the NES Strategy: People, Partnerships and Performance is relatively low with 26% of all respondents reporting some knowledge, whilst 73% reported little or no knowledge.



Territorial/National Boards:

A broadly similar picture to the overall average, 72% of Territorial Boards stated they had little to no awareness of the NES Strategy whilst 26% stated they had awareness 'to some extent'.

70% of National Boards noted that they had little to no awareness of the NES strategy: People, Partnerships and Performance whilst 27% stated that they had some awareness.

Independent Healthcare contractors/Health and Social Care Partnerships:

A slightly higher figure of 80% of respondents from this group cited little to no awareness of the corporate Strategy.

Social Care:

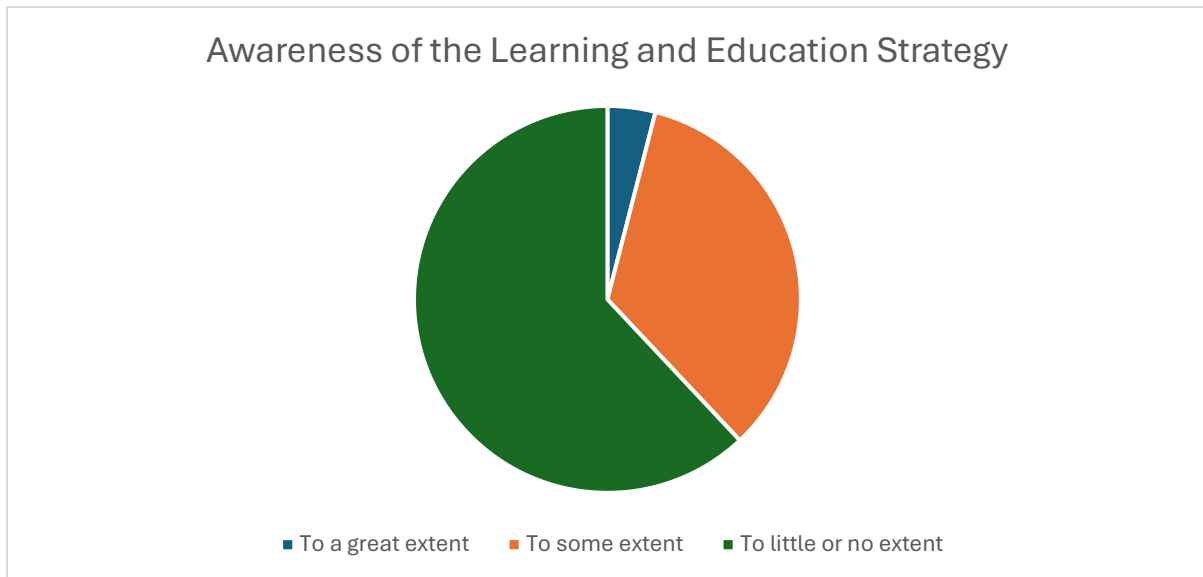
66% of Social Care respondents were mostly unaware of the strategy, whereas 30% had some awareness.

Public Sector/Other:

63% of respondents in the Public Sector/Other category indicated that they were largely unaware of the strategy, whereas 33% had some level of awareness.

1.1.3 Awareness of our Learning and Education Strategy 2023-26

General awareness of NES's Learning and Education Strategy 2023-26 was slightly higher with 34% having some knowledge whilst 62% had little or no knowledge.



Extent	Percentage
To a great extent	4%
To some extent	34%
To little or no extent	62%

Territorial/National Boards:

61% of Territorial Boards stated that they had little to no awareness of the Learning and Education Strategy. 35% had some awareness (to some extent) of the Learning and Education Strategy. Of those who had some awareness, 7% noted that their role included education/educator.

61% of National Boards stated that they had little to no awareness of the Learning and Education Strategy whilst 33% had some awareness.

Independent Healthcare contractors/Health and Social Care Partnerships:

Independent Healthcare contractors/Health and Social Care Partnerships scored higher than average with little to no awareness of the Learning and Education Strategy at 69%.

Social Care:

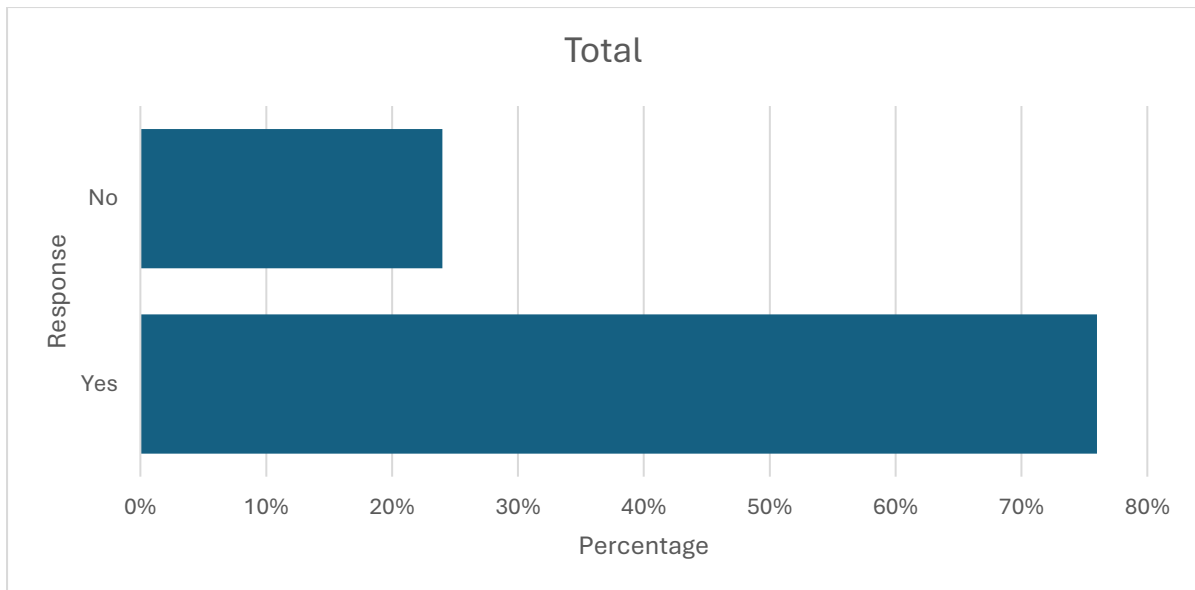
In this category, 57% of respondents reported having little or no awareness, while 36% had some awareness.

Public Sector/Other:

50% of respondents noted having little or no awareness of the Learning and Education Strategy, the lowest figure across all stakeholder categories. 40% also reported some awareness.

2. Working with NES and NES Products

We asked if stakeholders are either currently working with NES or have used NES's products or services over the previous two years. The majority of all respondents answered in the affirmative (76%).



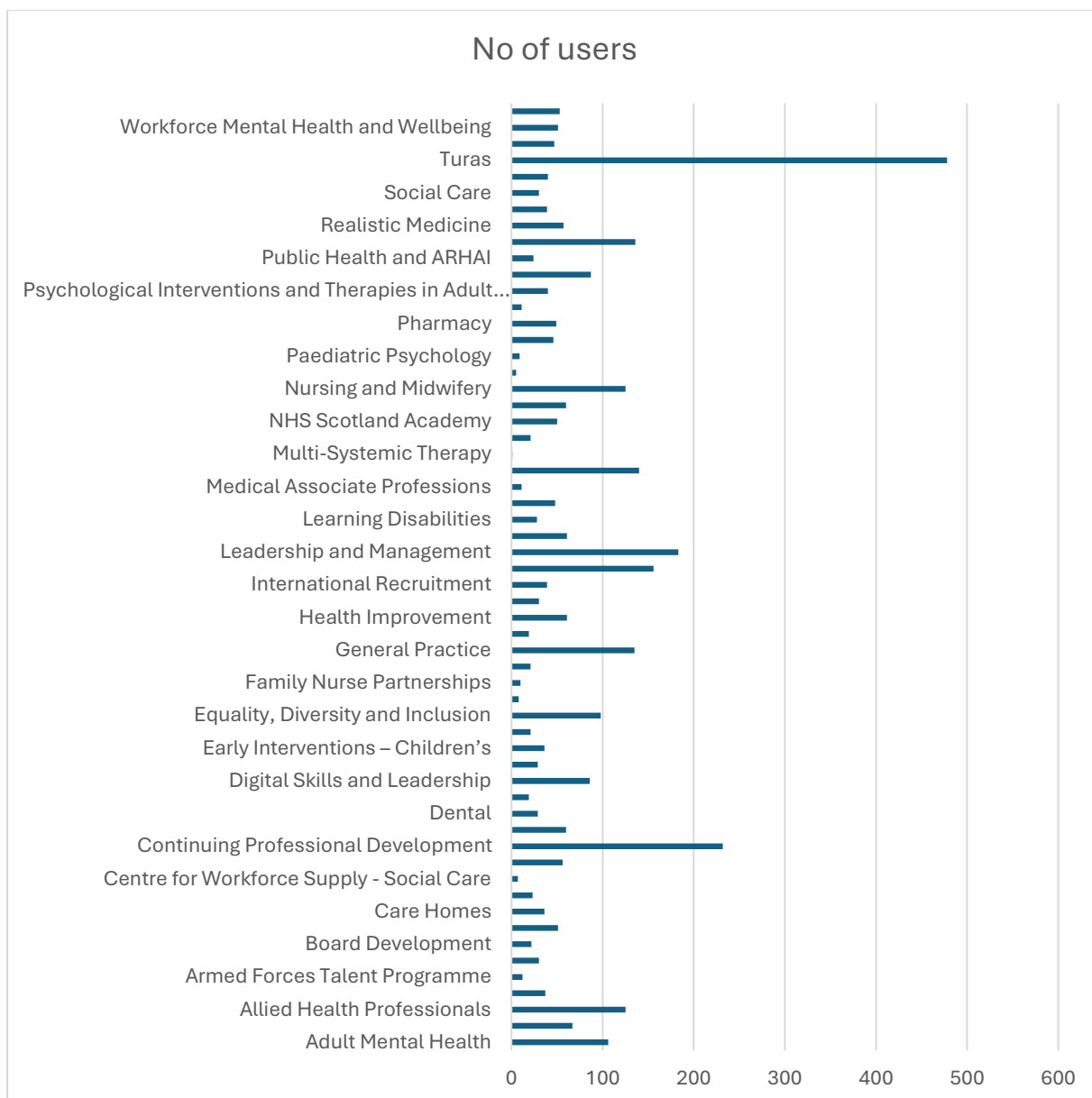
- 75% of Territorial responded positively to working with NES or having used NES’s products or services over the past two years.
- 76% of National Board respondents stated that they are currently working or have worked with NES over the past two years.
- A similar figure of 75% was presented from respondents from Independent Healthcare contractors/Health and Social Care Partnerships.
- 77% of stakeholders from the social care category answer yes to this question.
- 88% of public sector/other stakeholders also answered in the affirmative.

2.1 We asked stakeholders which of the following NES professional programmes or resources they have been involved with or used in the previous 2 years. Feedback was as follows:

Programme/Resource	No of users
Adult Mental Health	106
Advanced Practice	67
Allied Health Professionals	125

Applied Psychology Training	37
Armed Forces Talent Programme	12
Bereavement	30
Board Development	22
CAMHS	51
Care Homes	36
Centre for Workforce Supply - Health	23
Centre for Workforce Supply - Social Care	7
Children and Young People's Mental Health	56
Continuing Professional Development	232
Dementia	60
Dental	29
Designing Resources	19
Digital Skills and Leadership	86
Digital Technology and Data Innovation Services	29
Early Interventions – Children's	36
Enhanced Psychological Practice	21
Equality, Diversity and Inclusion	98
Estates and Facilities	8
Family Nurse Partnerships	10
Fellowships	21
General Practice	135
Healthcare Science	19
Health Improvement	61
Human Factors	30
International Recruitment	39
Knowledge Network	156
Leadership and Management	183

Learning and Innovation	61
Learning Disabilities	28
Matrix – A Guide to Delivering Evidence Based Psychological Therapies	48
Medical Associate Professions	11
Medical Training	140
Multi-Systemic Therapy	1
NHS Board Development	21
NHS Scotland Academy	50
Neurodiversity	60
Nursing and Midwifery	125
Optometry	5
Paediatric Psychology	9
Perinatal and Infant Mental Health	46
Pharmacy	49
Physical Health	11
Psychological Interventions and Therapies in Adult Mental Health	40
Psychological Trauma	87
Public Health and ARHAI	24
Quality Improvement	136
Realistic Medicine	57
Remote and Rural Health and Care Education	39
Social Care	30
Suicide Prevention	40
Turas	478
Value Based Health and Care	47
Workforce Mental Health and Wellbeing	51
Other	53



Territorial/National Boards reported the following:

- 40% of respondents from Territorial boards reported using Turas in the past two years and make up 42% of the overall figure using Turas.
- Additionally, 22% utilised Continuing Professional Development, 18% accessed Leadership and Management resources, 16% engaged with the Knowledge Network, 15% mentioned Medical Training, 12% cited Quality Improvement and 10% noted Nursing and Midwifery.
- Among National Boards respondents, a comparatively higher figure of 45% reported using Turas.
- Leadership and Management Resources were utilised by 24% and Continuing Professional Development was cited by 19%. The Knowledge Network was cited by 14%, and Quality Improvement resources engaged by 12% of

National Board respondents. Digital Skills and Leadership resources were accessed by 11%, whilst Medical Training was mentioned by 7%.

Independent Healthcare contractors/Health and Social Care Partnerships noted that:

- Amongst Independent Healthcare contractors/Health and Social Care Partnerships, 34% stated that they had used Turas.
- 17% had used Continuing Professional Development resources.
- 14% noted Leadership and Management, 12% cited Medical Training, 9% had used the Knowledge Network. 8% reported using the Nursing and Midwifery programme/resources.

Social Care:

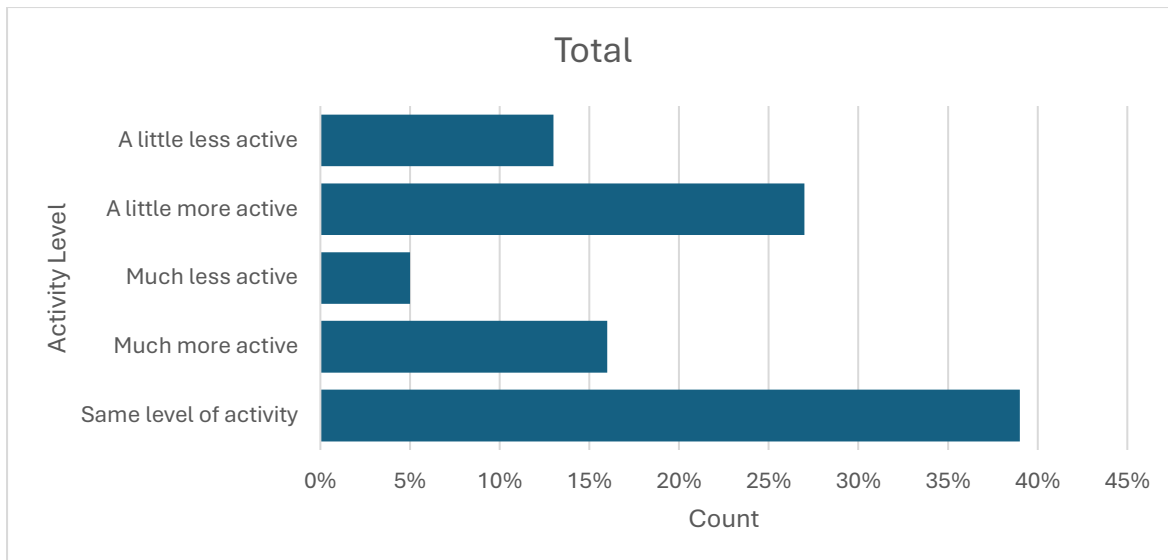
- 47% of Social Care respondents reported using Turas.
- 26% had used Social Care resources.
- 15% stated they had using Continuing Professional Development resources.
- 4% cited using the Knowledge Network.

Public Sector/Other:

- 48% of Public Sector/Other respondents reported using Turas.
- 23% cited Continuing Professional Development.
- 19% reported using the Knowledge Network.
- 17% noted Leadership and Management.

2.2. When asked if NES has become more or less active as an organisation in your sector over the last two years, the majority of all respondents noted that there was the ‘same level of activity’, whilst 27% believed that NES was a ‘little more active’.

Activity Level	Count
Much more active	16 %
A little more active	27%
Same level of activity	39%
A little less active	13%
Much less active	5%



Territorial/National Boards:

- 32% of respondents from Territorial Boards thought that there is the same level of activity. 28% of participants from National boards believed the activity level was unchanged.
- 11% of Territorials stated that NES was a little less active compared to 7% in National Boards.
- 22% of Territorial Board respondents said that NES was a little more active compared to 23% in National Boards. 3% of Territorials also stated that NES was much less active whilst 3% of National Boards said the same.
- 8% of Territorials said much more active compared to 14% in National Boards

Independent Healthcare contractors/Health and Social Care Partnerships:

- The same figure of 32% of respondents from Independent Healthcare contractors/Health and Social Care Partnerships reported that there is the same level of activity.
- 15% believed that there was a little more, compared to 7% who cited less activity.
- 13% of respondents from this group believed NES is much more active.

Social Care:

- 28% of Social Care participants stated that there is the same level of activity, whilst 21% said there was much more.
- 11% thought NES was slightly less active.

Public Sector/Other:

- 27% of Public Sector/Other respondents noted that NES was a little more active, 25% thought NES was much more active, 13% reflected that there was the same level of activity and 8% stated a little less active.

The data suggests that more Public Sector/Other respondents believe that NES is much more active with these stakeholders.

3. Service Satisfaction

When asked if stakeholders thought if NES is meeting its purpose as a collaborative, innovative and inclusive learning organisation, the majority thought we were meeting these objectives 'to some extent'. Collaboration scores the highest from the list below with a total of 84.1% believing we are meeting this objective either to a great extent and to some extent. Inclusion comes second (85.6) with Innovation in third place at 82.9%.

Overall results:

Extent	To a great extent	To some extent	To little or no extent
Collaborative	21.8%	62.3%	15.9%
Innovative	20%	62.9%	17.1%
Inclusive	26.6%	59%	14.3%

Territorial/National Boards:

- Broken down by stakeholder group, 68% of Territorial Boards reported that NES is meeting its collaborative purpose to some extent, compared to 59% in National Boards.
- 17% of Territorial respondents reported NES is meeting its collaborative purpose 'to a great extent' compared to 27% of National Boards.
- Additionally, 66% of Territorial Boards noted that we are fulfilling our innovative purpose to some extent, compared to 63% in National Boards.
- 56% of National Boards felt we are meeting our inclusive purpose to some extent.

Independent Healthcare contractors/Health and Social Care Partnerships:

- 61% of this group said NES partly fulfils its collaborative purpose. Similarly, 59% felt NES is somewhat achieving our innovative purpose, and 57% believe we are partly meeting our inclusive purpose.

Social Care:

- 55% of Social Care respondents said that we are partly fulfilling our collaborative intent. However, a higher number (26%) said that NES is fulfilling its purpose to a great extent.
- 55% noted that NES is meeting its purpose and an innovative organisation.
- 49% reported that the organisation is partly meeting its inclusive purpose.

Public Sector/Other:

- 46% of public sector/other respondents thought that NES is meeting its collaborative purpose to some extent, whilst 38% stated to a great extent.
- 67% stated that NES is meeting its innovative purpose to some extent, whilst 21% said to a great extent
- 52% stated that NES is partially fulfilling its inclusive mission (to some extent), while 33% felt it was largely achieving this goal (to a great extent).

Public sector respondents therefore have a largely favourable view of NES meeting its purpose as a collaborative, innovative and inclusive organisation.

3.1 Recommending NES to colleagues

We asked how likely stakeholders are to speak highly or recommend NES to colleagues and associates.

Overall responses gave us an average rating of 6.36 out of 10.

Stakeholder Quotes
<ul style="list-style-type: none">• “Inclusive organisation, dynamic and with a strong desire to improve standards for all, and develop all staff groups.”
<ul style="list-style-type: none">• “I believe that NES is not sufficiently valued by my organisation and the full extent of our potential collaborative work has therefore not been realised.”
<ul style="list-style-type: none">• “Some excellent products coming out of NES. The TURAS appraisal system which most of us interact with is not brilliant and I think sometimes it can disproportionately impact in a negative way on the reputation as so much of what you do is excellent.”
<ul style="list-style-type: none">• “More transparency of current and planned initiatives.”
<ul style="list-style-type: none">• “I think NES does an excellent job. Resources look great. NES is a brilliant organisation and we are lucky to have NES in Scotland!”
<ul style="list-style-type: none">• “NES delivers a superb service within the constraints of funding. It is hugely high performing.”
<ul style="list-style-type: none">• “I would like NES to be more visible in its interaction and work with trainees from the beginning of their careers.”
<ul style="list-style-type: none">• “I mostly use Turas learn as a platform for delivering training to my customers and while the platform is tricky, the support is good.”
<ul style="list-style-type: none">• “Great work but need to get resources and support to clinical facing staff - I think managers are aware, but on ground staff are not.”

- “NES is uniquely placed to inform and promote innovation, development and evidence-based practice through educational research and leadership, to identify gaps, and influence and co-create positive change at organisational and all professional practitioner levels - enhancing staff development, satisfaction and retention, and healthcare safety, quality and outcomes.”

NES received an average score of 6.36 out of 10. Whilst 34% of all respondents rated NES between 8 and 10, using a Net Promoter Score rating, where Promoters are scored by those who rated the organisation between 9 or 10 (171) and Detractors between 1 and 6 (344), NES receives an NPS score of -15. Using the same methodology for NES's Stakeholder Survey in 2022, NHS Boards rated NES 6, whilst Public Sector Organisations (including others) rated NES -4.

Territorial/National Boards:

- Regarding the likelihood of recommending NES to colleagues, 13% of Territorial Board members rated NES 9 and above, while 38% rated it between 7 and 8. Therefore, 53% of Territorials rated NES 7 or higher.
- For the National Boards, a slightly higher figure of 18% rated NES 9 and above, and 40% rated it between 7 and 8. Consequently, 58% of National Boards rated NES a 7 or higher.

Independent Healthcare contractors/Health and Social Care Partnerships:

- A comparatively lower figure of 15% of respondents from the Independent Healthcare contractors/Health and Social Care Partnerships category rated NES 9 or above. 34% rated it between 7 and 8. 49% therefore scored NES 7 and above.

Social Care:

- 23% of Social Care stakeholders scored NES 9 and above, while 30% scored either 7 or 8, amounting to 53% scoring over 7.

Public Sector/Other:

- 25% of this stakeholders from this category scored NES 9 and above. 33% rated NES as either 7 or 8 amounting to 58%, scoring above 7.

3.2 When asked how our stakeholders would rate satisfaction with NES in terms of Speed of Delivery, Quality of Programmes and Degree of Collaboration, overall results were as follows:

Rating	Very satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Speed of Delivery	7.8%	34.4%	47%	8.1%	2.6%
Quality of Programmes of Work	15.9%	42%	34.6%	4.9%	2.7%
Degree of Collaboration	10.9%	32.9%	43.7%	8.7%	3.9%

As can be seen from the table, the Quality of Programmes of Work scores the highest satisfaction rate with 57.9% scoring either very satisfied or satisfied, followed by Degree of Collaboration (very satisfied/satisfied = 43.8%) and Speed of Delivery (very satisfied/satisfied = 42.2%).

Territorial/National Boards feedback:

- For speed of delivery, 33% of Territorial Boards rated this as satisfactory, whilst 50% of respondents answered neutral and 8% were dissatisfied.
- National Boards reported 36% satisfaction with delivery speed, 42% were neutral, and 9% were dissatisfied.
- Additionally, similar to the overall picture, 42% of Territorial Boards were satisfied with the quality of programmes, whilst 37% were neutral. 41% of National Boards reported satisfaction, while 32% were neutral.
- Regarding the degree of collaboration, only 1% of Territorial Boards were very satisfied, whilst 33% were satisfied. 47% answered neutral. These figures compare to 15% of National Boards who were very satisfied, 33% were satisfied, and 41% neutral.
- Results indicate that the degree of satisfaction in relation to collaboration is higher amongst National Boards compared to Territorials.

Independent Healthcare contractors/Health and Social Care Partnerships:

- For Speed of delivery: 34% of respondents in this group were satisfied, 46% were neutral, and 8% were dissatisfied.
- In terms of Quality of Programmes, 43% of respondents were satisfied, 34% were neutral and 4% were dissatisfied.
- For Degree of Collaboration, results were broadly similar to the overall picture.

Social Care:

- Similar to the scores above, 34% of Social Care respondents rated NES's speed of delivery as satisfactory. 53% scored neutral and 2% were dissatisfied.
- For Quality of Programmes, 45% reported being satisfied, 38% were neutral, 4% were dissatisfied and 13% were very satisfied.
- 36% of Social Care respondents noted that they were satisfied with the Degree of Collaboration, while 40% were neutral, 4% were dissatisfied and 13% were very satisfied.

Public Sector/Other:

- For Speed of Delivery, 38% reported being satisfied, 42% were neutral while 13% were dissatisfied.
- In terms of Quality of Programmes, 44% were satisfied, 25% were neutral and 6% were dissatisfied.
- 29% of respondents from this group were satisfied with the Degree of Collaboration, followed by 27% who were neutral and 13% who were dissatisfied.

3.3 When asked about the biggest barrier when using our products and services:

- 21% of Territorial Boards noted that 'time' was the biggest barrier, whilst 7% highlighted 'access issues'. 24% of National Board respondents noted time and 5% cited access.
- Others cited a general lack of awareness, not knowing where to find resources, their own diminishing resources (staffing) and a feeling of NES being disconnected from the front line.
- Similarly, respondents from Independent Healthcare Contractors highlighted a lack of protected time, access issues (geographical and technological), lack of communication and timings of webinars.
- Social care respondents noted a lack of awareness of NES and its products.

Of those who scored between 0 and 6 for recommending NES to colleagues, some of their feedback included:

Quotes from stakeholders who scored between 0 and 6

- “Knowing what’s available and how to access resources – I feel it would be good to have a ‘What is NES?’ information guide which is probably out there somewhere. How does NES complement the info we get from RGU about students?”
- “Their relevance and applicability. The training programmes offered by NES are not matching the realities and requirements of real-world clinical practice (in complex mental health). If Innovation is part of the remit of NES there is little evidence of this. I know nothing of collaborative efforts undertaken by NES”
- “Time”
- “TURAS lack of updates, particularly executive and senior manager appraisal”
- “Not always easy to find what I’m looking for”
- “NES is not always as aware and connected to what is going on locally in Health Boards as would be help. It can mean that expectations are not always aligned and clinicians can feel unsupported”
- “Feels irrelevant to most medical practice. Not delivered by active clinicians largely”
- “Lack of integration, duplication of other learning services”
- “Organisational barriers e.g. only practice nurses can access cervical screening training”
- “Lack of varied times of webinars, GPs may like early evening but as a salaried practitioner with young kids I would prefer webinars during the day”
- “The material being relevant for Community/Hospital and Primary care audiences – VT framework aimed at primary care / community lots of content not relevant to hospital which is an issue if completing it in this area as it is mandatory before moving to a band 5”
- “Insular views – need to look at wider priorities for NHS as a whole, not just NES”
- “Time constraints and awareness of NES”
- “Not multi-disciplinary enough”
- “Any training is focussed on NHS methods, which means a lot does not apply to non nursing care homes.”
- “Lack of awareness of social care education”
- “Too health focussed, not enough on social care”
- “Effective collaboration”

3.4 What service would you consider using as an alternative to NES?

58 respondents (9%) answered **training** for this question.



Suggested alternatives from stakeholders:

Alternatives
• Private training providers and innovators
• In- house training
• BMA – internal
• SG Benchmarking
• Royal Colleges or NHS England
• eLearning for Health
• Other Educational Resources
• BMJ Learning
• Yes and have. Multiple much better services on offer form other UK and international bodies.
• University based learning
• Third Sector
• Learnpro
• PHS, NSS or HIS
• HEE
• SSSC

3.5 Resources and Education

Thinking about NES’s work in resources and education...what would you like to see NES do more or less of?

Category	More of	Neutral	Less of
Education and Training Resources	76.7%	22.2%	1.1%

Quality Assurance of Education and Training Resources	49%	47.6%	3.5%
Research on Education	31.5%	62%	6.5%

Territorial/National Boards:

- Education and Training –77% of Territorial Boards and 75% of National Boards want more education and training resources.
- 50% of Territorials and 52% of Nationals want more Quality Assurance and 30% of Territorial Boards and 38% of National Boards want more research.

Independent Healthcare contractors/Health and Social Care Partnerships:

- 80% of respondents from Independent Healthcare contractors/Health and Social Care Partnerships expressed a desire for increased education and training resources. Additionally, 43% wanted more quality assurance, and 26% called for further research.

Social Care:

- A slightly lower number of social care stakeholders (72%) noted that they wanted more education and training, while 43% reported wanting more quality assurance and 30% wanted more research.

Public Sector/Other:

- 65% of stakeholders from this group want more education and training, while 44% want more Quality Assurance and Research.

3.6 Recruitment and Retention

Thinking about NES’s work in recruitment and staff retention, we asked stakeholder what they would like to see NES do more or less of:

Category	More of	Neutral	Less of
Recruitment – domestic	50.3%	46.9%	2.9%
Recruitment – international	20.8%	68.1%	11%
Retention	67.5%	31.4%	1.2%

Careers and Employability	59.5%	39.1%	1.3%
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Generally, all stakeholders would like NES to do more work on Retention, followed by Careers and Employability, Domestic Recruitment and finally International Recruitment. Broken down by stakeholder group:

Territorial/National Boards:

50% of Territorial Boards responded that they would like NES to do more Domestic Recruitment, while 22% reported more International Recruitment. 72% would like NES to do more on Retention and 61% would like NES to do more on Rareers and Employability.

48% of National Boards would like NES to do more Domestic Recruitment, 20% more on International Recruitment, 64% on Retention and 59% on Careers and Employability.

Independent Healthcare contractors/Health and Social Care Partnerships:

56% of respondents from Independent Healthcare contractors/Health and Social Care Partnerships stated they would like NES to do more Domestic Recruitment, while 20% cited more International Recruitment. 67% highlighted more work on Retention, meanwhile 62% noted more on Careers and Employability.

Social Care:

Among Social Care respondents, 38% expressed a desire for NES to focus more on domestic recruitment, 19% on international recruitment, 49% on retention, and 45% on careers and employability.

Public Sector/Other:

44% of Public Sector/Other respondents reported wanting more domestic recruitment, 27% more international recruitment, 67% more work on retention and 52% more on careers and employability.

3.7 Training

Thinking about NES’s work in training ...what would you like to see NES do more or less of?

Category	More of	Neutral	Less of
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Organisation or Leadership Development	57.3%	39.4%	3.3%
Supplying Pipeline for the Health and Social Care Workforce (i.e. training grades etc, producing dentists, clinical psychologists etc)	49%	48.1%	2.9%
Publication of Workforce Statistics	33.6%	59.6%	6.7%
Supporting Continuous Professional Development	77.7%	20.7%	1.5%
Performance Management of Education and Training Programmes	53.1%	43.7%	3.2%

Territorial/National Boards:

58% of both Territorial and National Boards respondents answered that they would like NES to do more on organisational or leadership development, 53% on Supplying Pipeline for the Health and Social Care Workforce, 38% more on the Publication of Workforce Statistics, 80% more on Supporting Continuous Professional Development and 52% more on Performance Management of Education and Training Programmes.

Meanwhile, National Boards had broadly similar views, with 44% wanting more on Supplying the Pipeline for the Health and Social Care Workforce, 33% more on the Publication of Workforce Statistics, a slightly lower score of 76% wanting more on Supporting Continuous Professional Development and 54% more on Performance Management of Education and Training Programmes.

Independent Healthcare contractors/Health and Social Care Partnerships:

A broadly similar picture is presented from Independent Healthcare contractors/Health and Social Care Partnerships. Supporting Continuous Professional Development has the highest rating with 78% of respondents wanting NES to do more in this area. Only 38% of this group have noted that they would like NES to do more on the publication of workforce statistics.

Social Care:

57% of Social Care respondents noted that they would like more Organisational Leadership or Development. Again, Supporting Continuous Professional Development rates the highest at 74%, followed by Supplying Pipeline for the Health and Social Care Workforce (64%) a significant increase from other stakeholder categories. 49% reported wanting more on Performance Management of Education and Training Programmes.

Public Sector/Other:

46% of respondents from this group want more Organisational Leadership or Development. 44% want more for both Supplying Pipeline for the Health and Social Care Workforce and Performance Management of Education and Training Programmes and 65% want more Supporting CPD.

3.8 Digital Skills and Innovation

We asked stakeholders if they would like to see NES to move around Digital Skills and Innovation. Across all categories, stakeholders would like us to do more specifically on Digital Skills and Leadership, followed by Innovation and finally Digital Technology and Data Innovation.

Category	More of	Neutral	Less of
Digital Skills and Leadership	45.6%	51%	3.4%
Digital Technology and Data Innovation Services	38.7%	57%	4.3%
Innovation	42.5%	54.6%	3%

Territorial/National Boards:

44% of Territorial Boards stated that they would like NES to do more Digital Skills and Leadership. 37% would like more on Digital Technology and Data Innovation Services whilst 41% want more on Innovation.

The highest figure came from National Boards respondents – 49% want more Digital Skills and Leadership. 40% from this category also want more on Digital Technology and Data Innovation and 45% more Innovation.

Independent Healthcare contractors/Health and Social Care Partnerships:

A broadly similar picture is provided by the Independent Healthcare contractors/Health and Social Care Partnerships category for whom 46% want more Digital Skills and Leadership, 41% more on Digital Technology and Data Innovation and a slightly lower figure of 40% more on Innovation.

From these three areas, stakeholders would like NES to do more on Digital Skills and Leadership compared to Digital Technology and Data Innovation Services, as well as Innovation.

Social Care:

45% of Social Care respondents want NES to do more Digital Skills and Leadership, 28% more Digital Technology and Data Innovation and 38% more Innovation.

Public Sector/Other:

40% of respondents from this group want more on Digital Skills and Leadership and Digital Technology and Data Innovation Services, while 58% want more on Innovation, the largest percentage from all stakeholder groups.

4. Gaps in Provision

Stakeholders were asked to rate gaps in their organisations across a number of predefined areas. The results were as follows:

Organisational Gaps	Average Rating
Supporting Continuous Professional Development	6.63
Education and Training Resources	6.7
Recruitment – Domestic	6.74
Recruitment – International	5.47

Organisational Gaps	Average Rating
Retention	7.1
Organisation or Leadership Development	6.54
Careers and Employability	6.31
Mental Health	6.47
Digital Skills and Leadership	6.5
Digital Technology and Data Innovation Services	6.55
Quality Assurance of Education and Training Resources	6.08
Innovation	6.38
Research on Education	6.14
Performance Management of Education and Training Programmes	6.24
Supplying Pipeline for Health and Social Care Workforce	6.1

When asked if there any additional areas where stakeholders would like to see NES do more or less, a number of themes emerged.

Theme	Comments
Training and Education	<ul style="list-style-type: none"> • Resources for neurodiversity, • In person education, • Developing augmented reality learning resources, • Support for IMG doctors, • Courses for administrative staff, • Development of human factors, • QA & data analysis skills, • Formal accredited learning, • Tangible training for workforce, • More resources for CPD, • Non-clinical healthcare support worker training, • Educational resources for trainers, • Funding for Clinical Psychology programmes, • Additional learning for career progression, • Courses to upskill staff, • Progression for Pharmacy Technicians, • Access to training in psychological therapies, • Leadership development for Charge Nurses, • More training numbers, • Accessible learning resources, • Influencing post grad education programmes, • EQIA, Public Sector Equality Duty training, • Career development mapping, • Post-qualification roles development.

	<ul style="list-style-type: none"> • Importance of returning to face-to-face teaching and reducing reliance on virtual platforms like Teams. • Call for evaluation of the effectiveness and desirability of virtual teaching methods. • Need for enhanced support for GPs in primary care. • Careful assessment of IMG entrants, beyond just the CREST form, with robust quality assurance. • Desire to reinstate the in-person SE GP Trainers' annual conference for its educational value and networking opportunities. • Direct support and ongoing education for GP trainers. • Support for Dentists • More support for Social Care and engagement with social care users • More on staff wellbeing and engagement along with development of the trauma resources
Digital and Technological Advancements	<ul style="list-style-type: none"> • Microsoft 365 technology awareness, • Artificial intelligence and health, • Support with access funding for personal development, • Support for Cyber related activities.
System and Process Improvements	<ul style="list-style-type: none"> • Supporting grass root innovations, • Collaborative networks, • Communicating available resources, • TURAS user-friendliness, • Consistency and portability of Statutory/Mandatory training, • Workforce planning, • NES leadership and awareness, • Monitoring training places, • Greater focus on implementation. • Move out of NES silos
Diversity and Inclusion	<ul style="list-style-type: none"> • Modular training routes for clinical psychology, • Work around racism, • Accessibility for neurodiversity and disability, • Support for training programme directors, • Perinatal and infant mental health, • L&D opportunities for pharmacy technicians, • Leadership opportunities for non-consultant level staff, • Career pathways and links between education sectors, • Positive Behaviour Support education.
Communication and Engagement	<ul style="list-style-type: none"> • Improving relations and communications to front-line clinicians, • NES presence at local Board level, • Listening to shop floor and UK national conversations • Increase awareness of social care sector

	<ul style="list-style-type: none"> • Communication with central UK initiatives at an early stage
Workforce Retention and Support	<ul style="list-style-type: none"> • Retention of existing/senior workforce, • Digital training for consultants, • Support with access funding for research, • Acknowledging clinical frontline realities, • Helping trainees out of wrong career, • Opportunities in perinatal and infant mental health, • Support for rural and island areas, • Support to on-the-ground trainers, • Support for inclusive professional groups, • Qualified GP workforce retention. • Support for dentists in primary care seeking further postgraduate training.
Sustainable Medicine Workforce Planning	<ul style="list-style-type: none"> • Focus on sustainable medicine to address climate and nature crises. • Emphasis on de-prescribing and low pollution prescribing. Benefits include improved patient care, reduced pollution, cost savings, and lower carbon emissions. Urgent need for action within the next couple of years. • Active involvement of BMA and royal colleges in policy work. • Need for rapid education and regulation by NES and GMC.

Stakeholders were also asked if there are any other areas where gaps exist and NES can help. Their responses have been grouped by theme:

Theme	Details
Professional Development and Training	<ul style="list-style-type: none"> • Access to Bespoke CPD for CBT therapists, • Time constraints for CPD, • Career progression for senior clinical staff, • CPD and support for senior leadership, • Retention and CPD for senior leadership, • Training for Pharmacy Technicians, • Digital innovation and community patient information systems, • Limited places for training, • NES support for CAAPs' development, • Resources for face-to-face peer learning • Retention and recruitment of GP trainers. • GPs provide 80% of NHS consultations but lack protected time for professional development

	<ul style="list-style-type: none"> • Calls for more on-demand and accessible CPD options, especially considering the increasing number of women in the profession. • Training and development opportunities for social care staff. • Standardised training across the independent social health care sector • Social Care interoperability with Turas
Organisational and Financial Pressures	<ul style="list-style-type: none"> • Financial pressures, • Volume of work vs staff wellbeing, • NES setting unrealistic standards, • Gaps due to costs, • Lack of success from NES, • Support under financial constraints, • Centralised resources requiring local application
Workforce and Recruitment	<ul style="list-style-type: none"> • Senior leadership retention, • Recruitment and retention challenges, • Staff wellbeing impacted by financial constraints, • Supporting pipeline of staff, • Addressing physical and mental health recruitment gaps
Quality and Standards	<ul style="list-style-type: none"> • NES needing to focus on genuine support, • Addressing unrealistic standards, • Quality assurance and transparency in NES work, • Providing resources for essential programs, • Advanced Practice and Consultant AHP gaps, • Staffing and resource distribution by NES
Innovation and Flexibility	<ul style="list-style-type: none"> • Acceptance of innovation, • Digital innovation in community patient information systems
Overall Sentiment and Morale	<ul style="list-style-type: none"> • Impact of unrealistic standards on burnout, • Need for national recognition of time for CPD, • Stress causing early retirements and career changes, • Underfunding for clinical psychologist training
Diverse and Specific Needs	<ul style="list-style-type: none"> • Addressing racism and working with different cultures, • Development of HCSW and Assistant Practitioners, • Training and resources for laboratory accreditation, • Centralised resources for administrative staff training, • Courses for administrative staff, • Whole-time equivalent training posts for specialty registrars, • Providing remote and rural needs, • Opportunities for Apprenticeships
Efficiency and Practicality	<ul style="list-style-type: none"> • Just do the basics, • Workforce supply data, • Evaluation of existing processes, • Focus on practical solutions

	<ul style="list-style-type: none"> • Being more available for discussion and consultation with us as professionals, though again this has improved greatly over the past year or so.
Organisational Perception and Collaboration	<ul style="list-style-type: none"> • NES not sufficiently valued, • Inclusive organisation aiming to improve standards
Visibility and Awareness	<ul style="list-style-type: none"> • Need to enhance awareness and visibility to all levels/bands of workers in NHS and across health and care

5. Conclusions and Recommendations

	Issues	Recommendations
Awareness	<p>General awareness of NES remains relatively high across all stakeholder groups, though they are mostly unaware of our strategies.</p> <p>NHS Boards and Independent Healthcare Contractors and Public Sector respondents have a higher awareness of NES compared to Social Care providers.</p> <p>Stakeholders see NES's purpose primarily in Education, Training and Workforce Development. Digital Skills has the lowest rating, though Turas is our most widely used resource.</p> <p>There is a perceived lack of awareness of the social care sector, with NES being health-focused.</p>	<ol style="list-style-type: none"> 1. Enhance external communication channels: Increase the frequency and variety of communication channels used to disseminate information about NES. This could include newsletters, social media updates, webinars, and regular email updates to keep stakeholders informed about NES's activities, strategies and services. 2. Targeted outreach: Develop targeted outreach programs for different stakeholder groups. For example, create specific communication strategies for Territorial/National Boards, Independent Healthcare contractors, Health and Social Care Partnerships, and Social Care Services to address their unique needs and preferences.

		<p>3. Campaigns: Launch campaigns to raise awareness about NES's roles and remits, especially focusing on areas where there is a lack of understanding, such as NES's digital services and the ownership of Turas and Social Care.</p> <p>4. Stakeholder engagement: Increase stakeholder engagement by organising regular meetings, workshops, and forums where stakeholders can learn about NES's strategies and provide feedback. This will help build a stronger connection between NES and its stakeholders. Include front-line clinicians in this engagement.</p> <p>5. Leverage digital platforms: Utilise digital platforms such as Turas more effectively to reach a wider audience. This includes enhancing the NES website, creating engaging content for principally LinkedIn, and using online learning platforms to educate stakeholders about NES's services and strategies.</p> <p>6. Promote success stories: Share success stories and case studies that highlight the positive impact of NES's work. This can help demonstrate the value of</p>
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		<p>NES's services and increase awareness among stakeholders.</p> <ol style="list-style-type: none"> 7. Collaborate with partners: Work closely with partner organisations to co-promote NES's initiatives. This can help extend the reach of NES's communication efforts and ensure that more stakeholders are aware of NES's activities. 8. Feedback mechanisms: Implement robust feedback mechanisms to continuously gather insights from stakeholders about their awareness and understanding of NES. Use this feedback to refine communication strategies and address any gaps in awareness.
<p>Working with NES and its products</p>	<p>The majority of respondents are currently working with or have worked with NES over the last two years.</p> <p>Stakeholders rate the Quality of Programmes of Work followed by Speed of Delivery and Degree of Collaboration.</p> <p>Social Care respondents, Independent Healthcare Contractors and National Boards had the highest rate of satisfaction with the Quality of our Programmes.</p>	<ol style="list-style-type: none"> 1. Increase awareness and understanding: Many stakeholders are unaware of NES's strategies and digital services. Enhancing communication about NES's roles, remits, and digital offerings can bridge this gap. 2. Address time constraints: Time was noted as one of the biggest barriers to using NES products and services. Providing more flexible learning options and ensuring stakeholders have protected time for learning can help mitigate this issue. Also promote protected

	<p>More respondents were dissatisfied with our Degree of Collaboration.</p> <p>Stakeholders want more work on Education and Training resources, particularly amongst Independent Healthcare Contractors.</p> <p>All respondents would like NES to do more work on Retention, particularly Territorial Boards.</p> <p>The majority would also like NES to do more on Supporting Continuous Professional Development, again particularly for Territorial Boards.</p> <p>Stakeholders reported difficulty in using/accessing Turas.</p>	<p>learning time to stakeholders.</p> <ol style="list-style-type: none"> 3. Enhance Digital Skills and Leadership: There is a demand for more work on digital skills and leadership. Focusing on these areas can help stakeholders better utilise NES's digital services and resources. 4. Address Retention/CPD requests and improve the speed of delivery and degree of collaboration 5. Collaborate with partners: Working closely with partner organisations to co-promote NES's initiatives can extend the reach of NES's communication efforts and ensure more stakeholders are aware of NES's activities. Target specific groups such as Independent Healthcare Contractors. 6. Improve our digital offering: Promote a refreshed Turas, aligning it to NES's brand and how it can help staff in their education, training and development.
<p>Service Satisfaction</p>	<p>Satisfaction presents a mixed picture.</p> <p>The majority of respondents believe NES is meeting its purpose as a collaborative, innovative and inclusive learning organisation, with</p>	<ol style="list-style-type: none"> 1. Increase awareness: Enhancing communication about NES's roles, remits, and digital offerings, particularly to Independent Healthcare providers and the social care sector. 2. Targeted outreach: Develop targeted outreach

	<p>inclusion having the highest rating of satisfaction.</p> <p>Public sector respondents have a particularly favourable view of NES meeting its purpose as a collaborative, innovative and inclusive organisation.</p> <p>National Boards and Public Sector respondents are most likely to recommend us to colleagues. Independent Healthcare providers are the least likely to recommend us.</p>	<p>programs for different stakeholder groups. For example, create specific communication strategies for Territorial/National Boards, Independent Healthcare contractors, Health and Social Care Partnerships, and Social Care Services to address their unique needs and preferences. Ensure this approach is aligned to the Involving People and Communities Plan.</p> <p>3. Front-line engagement: Conduct more engagement with front-line staff and communicate this clearly with all stakeholders.</p> <p>4. Clear evaluation of all NES products/services: Continuously gather insights on the satisfaction of products to ensure a Quality Improvement approach to everything that we do.</p>
<p>Gaps</p>	<p>Overall, stakeholders rated Retention as the largest gap, followed by Domestic Recruitment, Education and Training Resources, Supporting CPD and Digital Technology and Data Innovation.</p> <p>Lack of understanding of Innovation</p>	<ol style="list-style-type: none"> 1. Increase visibility of NES through improved communication channels 2. Target Independent Healthcare providers/the Social Care sector and communicate our activity to stakeholders 3. More focus on Retention, aligning to feedback from stakeholders 4. More Education and Training/CPD resources, particularly on upskilling staff, neurodiversity, anti-racism, accredited learning

		<p>and support for all staff groups, including GPs in Primary Care and admin staff.</p> <ol style="list-style-type: none">5. Communicate our purpose to stakeholders including our work on innovation.6. Increase transparency of our work, setting out clear expectations/standards with partners.
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Appendix 2: NES Stakeholder Map – May 2023

<p>High influence</p>	<p><i>Keep Satisfied:</i> Healthcare professional bodies Social care professional bodies Scrutiny/regulatory bodies</p>	<p><i>Engage closely:</i> Scottish Government Elected Representatives Golden Jubilee National and Territorial Boards Health and Social Care Partnerships/IJBs SSSC Social Care bodies Local Authorities, SOLACE, COSLA Scottish Care Academia/ Educational bodies Staff (NES) NES Trainees NES Board Unions People with lived and living experience Health and social care workforce NES Staff</p>
<p>Low influence</p>	<p><i>Monitor:</i> UK peer bodies Media</p>	<p><i>Keep informed:</i> Wider public sector workforce Wider public sector Third sector Private sector health and social care Justice sector Private sector providers Potential employees NHS Careers outreach work, e.g. schools, STEM Lay representatives Volunteers</p>
	<p>Low Interest</p>	<p>High Interest</p>

NHS Education for Scotland

NES/24/78

Agenda Item: 9a

Date of meeting: 21 November 2024

NES Public Board

1. Title of Paper

1.1 Quarter 2 Finance Report 2024/25

2. Author(s) of Paper

2.1 Jim Boyle, Director of Finance
Laura Howard, Deputy Director of Finance
Alan Young, Head of Finance Business Partnering

3. Lead Director(s)

3.1 Jim Boyle, Director of Finance

4. Situation/Purpose of paper

The purpose of this paper is to:

4.1 Inform the Board of the financial outturn position at the end of Quarter 2 (Q2) of financial year 2024/25, including the year-end forecast, based on actual performance to the end of Q2 as well as anticipated activity for the remainder of the financial year. The Q2 Year-end Forecast position, as set out in this report is an underspend of £1.2m. This is dependent on the receipt of all outstanding anticipated funding allocations from Scottish Government.

4.2 Report the Scottish Government (SG) in-year funding position and highlight the ongoing work with SG Health Finance and policy teams on outstanding funding.

5. Background and Route to Meeting

5.1 The Financial Plan which supports the Annual Delivery Plan was approved by the NES Board on 28 March 2024. This consisted of a baseline budget of £569.5m for NES to carry out its core activities with non-recurring funding of

around £178m indicated at that time for additional commissioned work by the SG policy teams.

- 5.2 NES opening baseline budget for financial year 24/25 was initially reduced by 3%. This reflected a £15.7m reduction across the full baseline budget, with SG subsequently confirming that the saving should only be applied to the budgets that would not be passed through to other Boards. NES communicated to SG that this would not be possible.
- 5.3 A three-year savings plan was developed following discussions with SG Sponsor and Finance teams. For 24/25 a savings plan of £3.5m was approved as part of the financial plan at the Board meeting in March. This reflects the ask from SG to not impact on any areas of our budget which we provide funding to other NHS Scotland Boards for deliverables such as training grade salaries or undergraduate teaching. Following discussion with Scottish Government, it was agreed that NES should include an anticipated funding allocation of £12.2m to account for the difference in the submitted savings plan of £3.5m and the original 3% efficiency target of £15.7m.
- 5.4 Throughout the year Scottish Government policy teams ask NES to undertake additional commissions that reflect policy and service need, align to the NES strategy, and are supported by further funding. Work with Scottish Government sponsor, policy and finance teams will take place throughout the year to ensure funding requirements are based on the most up to date information available and can be fully utilised in the financial year. A total of £189m is currently anticipated for financial year 2024/25.

6. Assessment/Key Issues

- 6.1 At the end of Q2 (September), NES remains on track to meet its financial targets. The year-to-date reported position is an underspend of £0.5m, with a **full year forecast underspend of £1.2m.**
- 6.2 SG has asked NES to work towards reducing the £12.2m funding gap wherever possible across the year. Therefore, any underspend identified will go towards reducing the allocation at year end which will be required to bring NES to a balanced position.

Table 1 – Summary projections 2024/25

Performance Indicator	Year-End Forecast Outturn	Q2 Position (YTD)	Q1 Position (YTD)
Revenue Outturn	£1.2m (underspend)	£0.5m (underspend)	£1.7m (underspend)
Cash Releasing Efficiency Savings Total	£7.0m	£3.6m	£1.5m

- 6.3 At Q2 NES had received £727.9m of funding from Scottish Government. This includes 100% of original baseline funding plus those 2023/24 allocations that were due to be baselined in 2024/25, and £171.1m (91%) of additional allocations which includes £107m transferred recurrently to the NES baseline. Receiving this level of in-year funding this early in the year provides NES with greater clarity and allows teams to plan spending accordingly across the remainder of 2024/25 but also as part of 2025/26 Operational Planning.
- 6.4 We continue to work closely with colleagues in Scottish Government to ensure the remaining 9% of additional allocations are received in a timeframe which enables all agreed deliverables to be achieved. Those outstanding allocations awaiting funding confirmation still represent a financial risk to NES at this stage, although it is expected that this funding will be received. Appendix 2 to the attached detailed financial report provides a risk assessment of the outstanding allocations and indicates that the majority of outstanding funding has been agreed in principle and is rated as **GREEN** or **AMBER**, with only one outstanding allocation being graded as **RED** at this stage.
- 6.5 Director of Health Workforce wrote to NES in July 2024 requesting that work continue in some areas NES had identified to make savings, as they were linked to ministerial commitments at SG. No further funding for this work would be received, with NES being asked to absorb the c.£0.47m of costs within existing budget.
- 6.6 After review with impacted directorates the full impact was reduced to c.£0.1m, as some work could be delivered in different way, while still making savings, and other acceptable savings were agreed as a replacement, so NES remains on track to meet the savings target.
- 6.7 In response to the Cabinet Secretary for Finance's announcement on the continuing financial pressures across 2024/25, NES Executive Team have instructed all budget holders to review all spending plans which are not already legally committed or essential to the achievement of NES' deliverables that have been agreed with SG. Careful consideration will be given to whether spending should be incurred at all, if not committing spending would lead to significant detrimental impact on the delivery of the NES Strategy or key deliverables in our Delivery Plan, and whether goods/services/programmes can be procured in an alternative manner to how they may have been previously.
- 6.8 No anticipated allocation for Agenda for Change (AfC) or Medical/Dental 2024/25 Pay Awards have been included at Q2. Only AfC pay award has been confirmed by end of Q2, with SG providing confirmation they will fund the c.£6.5m requirement for NES. Once the outcome of all other pay discussions are known we will calculate the costs to NES and provide this figure to SG who have confirmed their intention to fully fund.

6.9 The current forecast position assumes we will absorb £0.1m of pay costs for the impact of delaying the introduction of the Reduced Working Week by one month in NES. Discussions continue on how the next reduction can be managed without incurring additional costs, although earlier notification of introduction date from SG will be a requirement.

Table 2 - Key Risks to Financial Performance

Risk	Status	Mitigations
Remaining allocations not being confirmed in future allocation letters	GREEN	<ul style="list-style-type: none"> We have already received in principle confirmation that almost all allocation will be coming in future letters (see Appendix 2 of detailed finance report).
Underachievement of savings plan or elements of the plan through implementation issues within NES	AMBER	<ul style="list-style-type: none"> Regular reporting to Executive Team with a requirement to replace any non-achieved savings with alternative measures Possible suspension of discretionary spending plans
Requirement by SG for Boards to further reduce spending in-year (baseline or non-recurrent)	GREEN	<ul style="list-style-type: none"> Completion of monthly FPR returns to keep SG Health Finance apprised of outturn projections Utilising flexibility within the overall NES baseline budget to cover shortfalls across NES directorates Cessation or curtailment of discretionary spending plans
2024/25 pay awards not fully covered by additional funding	GREEN	<ul style="list-style-type: none"> SG have confirmed that Boards will receive additional funding
Medical Training Grades potential funding deficit not underwritten by SG	GREEN	<ul style="list-style-type: none"> Expenditure and allocation of trainees is well-controlled within NES Regular engagement with SG Health Finance and Policy Teams to make sure the likely funding position is well understood SG have previously honoured this underwriting
Turas Redesign Project Phase 1 costs not met by additional SG funding	AMBER	<ul style="list-style-type: none"> No further expenditure will be committed by NES beyond what is detailed in this report Regular engagement with SG via the OBC process Flexibility within NES financial plan to meet these costs

Risk	Status	Mitigations
2023/24 Agenda for Change reduced working week costs not fully funded	GREEN	<ul style="list-style-type: none"> • Costs are reasonably minimal following early implementation by NES • Already built into full year cost projections.

7. Recommendations

7.1 To review and approve the financial results set out in this report.

Author to complete **checklist**.

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

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

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

Yes

No

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

Yes

No

Author name:

Alan Young, Head of Finance Business Partnering

Laura Howard, Deputy Director of Finance

Jim Boyle, Director of Finance

Date: 1/11/24

NES

FINANCIAL SUMMARY REPORT

AS AT Q2 (September) 2024/25

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1. Executive Summary

At the end of 2024/25 financial year, NES is on track to meet all its statutory financial targets, provided that Scottish Government funding is received in line with expectations.

Table 1 – Summary Position	Year-End Outturn	Q2 (YTD)	Q1 (YTD)
Revenue Budget	£1.2m	£0.5m	£1.7m
Cash Releasing Savings	£7.0m	£3.6m	£1.5m

A. Revenue Budget

- The NES year end position for financial year 2024/25 is an underspend of £1.2m.
- There are various overspends and underspends reported across directorates, and these are discussed further in the Operational Performance section on Page 3.
- The revenue forecast position is based on all outstanding anticipated funding being received by SG in a timeframe which allows all deliverables to be achieved.

B. Capital

- Each financial year a revenue to capital allocation is agreed with Scottish Government (SG) as part of the financial plan. A full review of planned capital spend will take place in Q3 to be communicate to SG and then created on the asset register.

C. Savings

- At the end of Q2 NES has delivered 54% of its Cash-Releasing Efficiency Savings (CRES) savings plans, and the Board is on track to exceed the £6.6m target, by £0.4m by the end of the financial year. Higher number of vacant posts and longer recruitment lead times to fill the vacancies are the main driver behind the forecast increase. These are non-recurrent in year savings so do not reduce the savings targets in later years.

D. Key Risks and Issues

- **Funding** – at the end of Q2 NES have £10m of funding allocations outstanding to enable agreed delivery plans to be met. There is also the £12.1m funding gap allocation. This will not be allocated until the year end position is known, with expectation that NES will continue to work towards reducing this where possible. Over the previous allocation letters from SG, we have received £3m of funding allocated to NES in error. This has been advised to SG and an anticipated return included for correction on future letters processed by SG. We also anticipate receiving £1.1m of income for Dental ACT levy on overseas students' which SG have advised will be managed as part of year end outturn.
- **Pay Awards** – The pay figures within this report as based on 2023/24 pay scales. The working assumption for all NHS Boards is that SG will fully fund all pay awards, but with the increasing pressures on the wider system, this remains a risk until funding is confirmed and allocated. Agenda for Change pay award has been confirmed at 5.5% for 2024/25. New pay scales will take effect from October 2024 pay, with backdated payment covering April to September being included in November pay. Budgets across NES will be updated in October based on new rates, with an anticipated allocation from SG included. Pay awards for Junior Doctors and Medical & Dental staff have still to be agreed.
- **Major Programmes** – The Turas refresh business case has been submitted to SG for approval to progress to Phase 2 of the programme. SG have not confirmed any funding for the programme in 2024/25, however we have included an expected allocation of £0.3m included in the revenue position and rated as **Red** in the allocations in Appendix 2.
- **Digital Front Door (DFD) and Digital Prescribing and Dispensing Programme (DPDP)** – Spend plans of £1.6m for DFD and £2m for DPDP have still to be finalised which until confirmed present a risk to NES year end outturn forecasts.

2. Operational Performance

Revenue Position

- Monthly financial monitoring continues to be undertaken with directorates and a summary of the Q2 position is included by Directorate in Table 2 below. A more detailed breakdown by Directorate can be found at Appendix 1.
- The most significant variance is a £0.7m underspend within Dental, Healthcare Science and Optometry Directorate, which is predominantly driven by lower fill rates in dental training grades on both core and vocational training. This is partly offset by higher pay costs relating to re-grade of staff, mainly band 5 to band 6 dental nurse tutors.
- The £0.3m underspend within Medical is mainly lower recruitment to fellowships. Stopping recruitment to paediatric fellowships has been brought in a year earlier than originally planned, delivering an additional £0.2m of savings, while two trainees withdrew at late notice from remote & rural fellowship which has left a gap for the year with £0.1m underspend on pay.
- £0.2m underspend in NMAHP is due to a number of small underspends against various programmes including Advanced Nurse Practitioners where all students have received funding required, moving Spiritual Care events and workshops online, withdrawal of one AHP fellow, Integrated Community Nurse course scheduled to deliver over two financial years and higher income generated from more participants on Scottish Multiprofessional Maternity Development Programme (SMMDP).
- Medical Training Grades (MTG) anticipate a break-even position for full year. Once February recruitment and rotation information is finalised, we will have a clearer picture on full funding requirement for the year. The commitment from SG remains to fund any material overspend at year end and bring this budget to a balanced position.
- NHS Scotland Academy show a breakeven position until otherwise directed by Executive Programme Group (EPG). Any underspends in NES, or Golden Jubilee, will first be discussed at an EPG meeting, and only if no further plans are identified will any variance from budget be shown against individual Board financial positions. The P6 position is an anticipated underspend of £75k against current planned work, with business cases for utilising being taken to November EPG.

- As part of the move to a Reduced Working Week (RWW) of 37 hours for all AfC staff, we have incurred costs of £96k, which are shown as a pressure against directorate budgets. No further costs are anticipated in relation to RWW in 2024/25. There will however be further reductions in future years to final position of 36 hours which will need to be planned.
- The contractors conducting fit out work at new Bothwell Street property have entered administration. This will have impact on projected spend plan in 2024/25, and potentially into 2025/26, while progress is made to appoint new contractors. Fit out costs of £1.3m had previously been anticipated. We now expect the lease at 2CQ property to be extended until March 2025. The additional cost will be offset by savings made on ending the lease at our Ninewells property in Dundee and from lower service fees at our Westport property. Work continues on reducing our capacity at Westport, however there will be no financial impact until 2024/25 on this move.

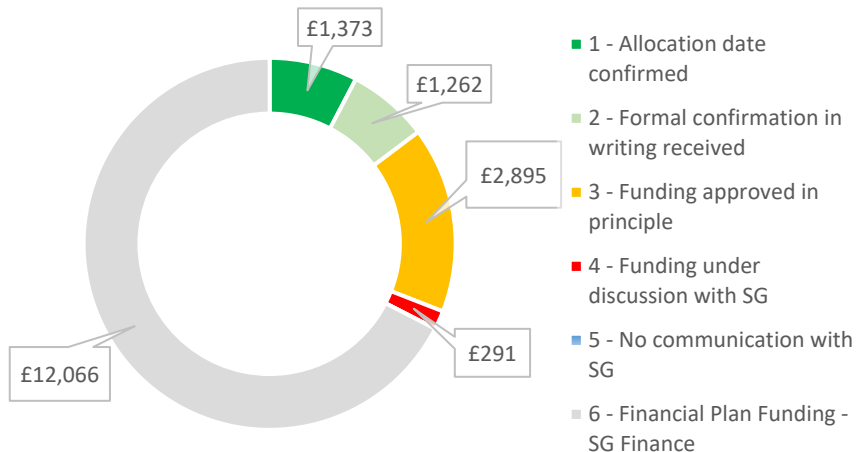
Table 2 - Year End Outturn by Directorate	Full Year Budget £'000	Full Year Forecast £'000	Under/(Over)s pend £'000
Medical	192,430	192,098	332
Dental, Healthcare Science, Optometry	58,518	57,808	710
NMAHP	15,281	15,075	206
Psychology	46,134	46,134	0
NHS Scotland Academy, Learning & Innovation	8,844	8,802	42
Social Care	1,013	1,015	(2)
NES Technology	21,234	21,256	(22)
Workforce, Planning	13,870	13,928	(58)
Finance, Properties	9,219	9,230	(11)
Provisions	3,053	3,053	0
Total Exc MTG	369,596	368,399	1,197
Medical Training Grades (MTG)	375,100	375,100	0
Total NES	744,696	743,499	1,197

3. Scottish Government Additional In-Year Allocations

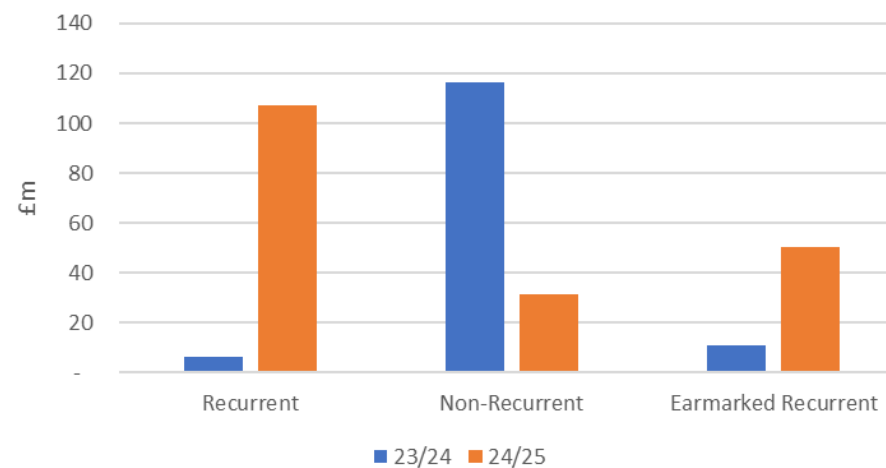
- At the end of Q2 (September) NES anticipate receiving a total of £189m in additional in-year allocations. This equates to a quarter of the total NES revenue budget.
- At the end of Q2 we have received £171.1m, which is 91% of the total anticipated additional allocations.
- £107.2m has been received recurrently which will be transferred to the NES baseline from 2025/26. This provides NES with greater clarity and increased flexibility as it sets its operational planning deliverables for future financial years, although c£85m of the recurring funding relates to pass-through funding to NHS Territorial Boards.
- Directorates and Finance have worked closely with Scottish Government Sponsorship team, Finance and policy leads to ensure the prompt receipt of allocations and will continue to do so for all outstanding anticipated allocations.
- Some of the allocations are still outstanding due to information requirements not being known until later in year, therefore they are not anticipated until later in year and have a reduced risk as high-level values are agreed in principle awaiting final confirmation.
- Table 3 below shows allocations received in 2024/25 and the value and % of the outstanding allocations by Directorate. A more detailed breakdown of outstanding allocations appears in Appendix 2.

Table 3 - Allocation Status by Directorate	Anticipated £'000	Received £'000	Outstanding £'000	Outstanding %
Medical	67,952	61,730	6,223	9%
Dental, Healthcare Science, Optometry	5,441	6,014	- 572	-11%
NMAHP	2,898	2,676	222	8%
Psychology	30,841	30,598	243	1%
NHS Scotland Academy, Learning & Innovation	3,211	2,835	376	12%
Social Care	877	23	854	97%
NES Technology	13,384	13,384	-	0%
Workforce, Planning	3,163	2,928	236	7%
Finance, Properties	76	76	-	0%
Provisions	22,715	13,282	9,433	42%
Medical Training Grades (MTG)	38,450	37,578	872	2%
Total NES	189,009	171,122	17,887	9%

Outstanding SG Allocation Status £000

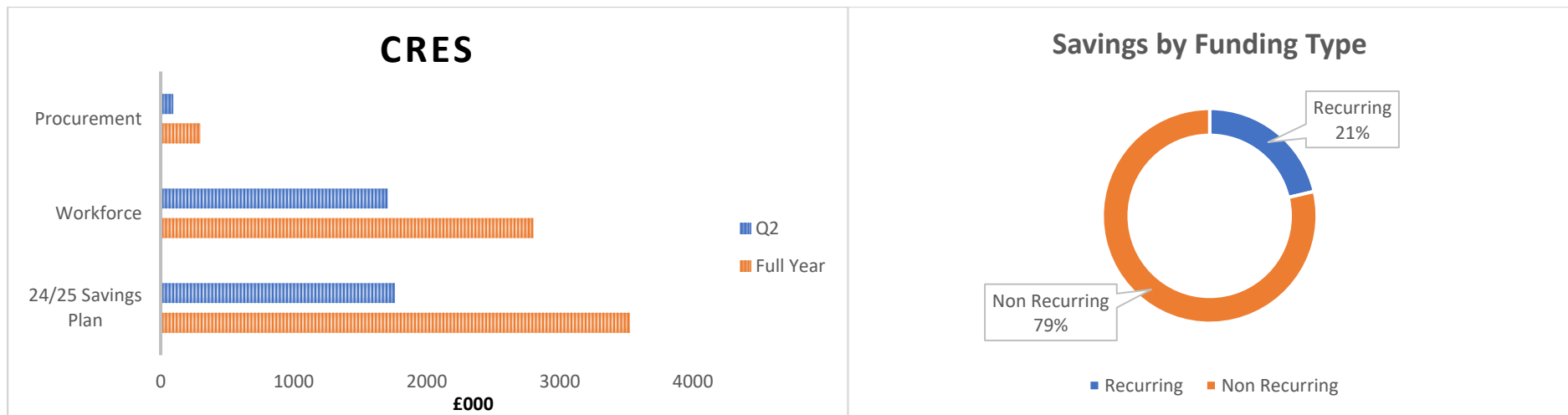


SG In Year Funding Type by Year

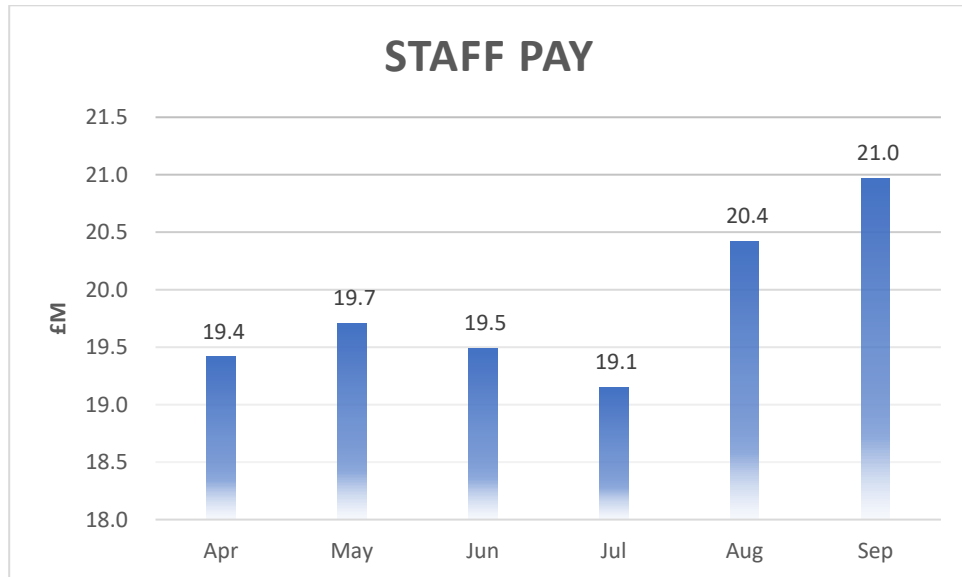


4. Cash Releasing Efficiency Savings (CRES)

- The 2024/25 approved Financial Plan identified a savings plan of £6.6m, 1.2% of the total NES baseline.
- We have achieved 54% of the CRES savings target at the end of Q2 and are on track to achieve £0.4m above the full year target by March 2025. This is driven by higher anticipated workforce savings from longer recruitment lead times and additional posts.
- The Procurement and Workforce savings are fully non-recurrent in nature, with the workforce savings being a result of the time required to recruit to vacant posts.
- The 24/25 Savings Plan consists of £1.4m on a recurrent basis and £2.1m on a non-recurrent basis.



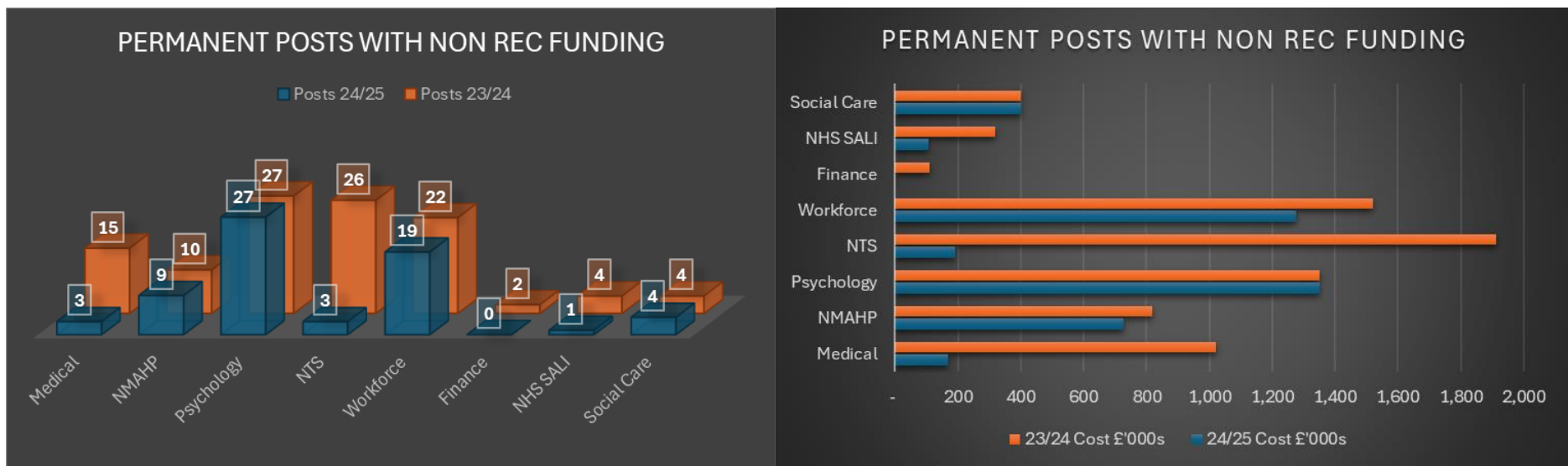
5. Staff Costs 2024/25



- The data on above graph includes all NES staff, agency staff, secondees and lead employer staff.
- Staff Pay has remained stable throughout the first quarter of year. The slight rise in May relates to costs for phase 1 of the transition to the reduced working week as discussed early in the report.
- Costs have risen in August and again in September in line with NES major recruitment of trainees, including new expansions funded by SG.
- At the end of Q2 the additional cost of holiday pay relating to the new legislation for irregular workers is £26k. This remains within budgeted expectations.
- Costs are expected to rise in Q3 as the pay awards for 24/25 are settled and paid through payroll. At this stage we do not expect costs to exceed the initial forecast, with SG confirming all pay awards will be fully funded.

Permanent Posts Funded by Non-Recurrent Funding

- There are several posts within NES which have been recruited permanently but are funded via non recurrent in year funding from SG.
- At Q2 in 23/24 there were 110 posts in this category of funding which provided NES with a financial risk of £7.5m.
- Following the increased baselining of funding during the first half of 24/25 there are now only 66 posts with a reduced financial risk of £4.2m.
- The main areas to have received recurrent funding in 24/25 are in NTS via National Digital Platforms funding and in Medical where Pharmacy ACT funding was provided on recurrent basis.
- The remaining high-risk areas are in Psychology & NMAHP for Mental Health posts and in Workforce for Digitally Enabled Workforce (DEW) and Leading to Change posts. Although discussions with sponsor and policy teams are continuing with the expectation some of these posts will receive recurrent funding during 25/26.



Appendix 1 – Year End Position by Directorate

Directorate	Full Year			Q1 Variance	Movement Q2 v Q1
	Budget	Outturn	Variance Under/(Over)		
	£000s	£000s	£000s		
Quality Management	1,919	1,916	3	12	(9)
Medical ACT and Academic	131,595	131,598	(3)	2	(5)
Medical Directorate Support	8,676	8,633	43	63	(20)
Training Programme Management excl. MTG	24,764	24,825	(61)	48	(109)
Professional Development	9,195	8,840	355	36	319
Pharmacy	16,281	16,286	(5)	1	(6)
Medical Total	192,430	192,098	332	162	170
Dental	52,395	51,698	697	554	143
NMAHP	15,281	15,075	206	(88)	294
Psychology	46,134	46,134	0	9	(9)
Healthcare Sciences	4,380	4,388	(8)	1	(9)
Optometry	1,743	1,722	21	6	15
NHS Scotland Academy, Learning & Innovation	8,844	8,802	42	(20)	62
Social Care	1,013	1,015	(2)	(4)	2
NTS	21,234	21,256	(22)	(230)	208
Workforce	11,298	11,270	28	(5)	33
Finance	3,525	3,554	(29)	(31)	2
Properties & Facilities Management	5,694	5,676	18	114	(96)
Planning	2,572	2,658	(86)	(1)	(85)
Net Provisions	3,053	3,053	0	(1)	1
NES Total (excl. MTG)	369,596	368,399	1,197	467	730
MTG Salaries	375,100	375,100	0	0	0
NES Total (incl. MTG)	744,696	743,499	1,197	467	730

Appendix 2 – Outstanding In Year SG Allocations P6

NES Directorate	SG Directorate	Allocation Title	Funding Type	Risk	Outstanding £
Healthcare Sciences	Chief Nursing Officer	Cardiac Science training	Non-Recurrent	1	792,038
Social Care	Social Care	Core Team	Non-Recurrent	1	406,137
Medical TPM	Chief Medical Officer	SCLF	Non-Recurrent	1	82,894
Healthcare Sciences	Chief Nursing Officer	Higher Specialist training	Non-Recurrent	1	56,994
NMAHP	Chief Nursing Officer	MSK Admin post	Non-Recurrent	1	35,096
Medical MTG	Health Workforce	FY2 Oversubscription SG	Non-Recurrent	2	871,896
Social Care	Social Care	Turas Repurpose and SSSC joint working	Non-Recurrent	2	448,206
Medical PD	Health Workforce	HST Shape of Training	Non-Recurrent	2	139,164
Medical TPM	Health Workforce	FY Oversubscription	Non-Recurrent	2	88,900
NMAHP	Chief Nursing Officer	Adults with Incapacity-MWC	Non-Recurrent	2	76,428
Medical MDS	Health Workforce	SOAR payments 4 & 5	Non-Recurrent	2	52,440
Medical ACT	Health Workforce	MEP Gap and NR student places	Earmarked Recurrent	3	5,018,295
Medical Pharmacy	Chief Medical Officer	Non Global sum IP/CS places and Posts	Non-Recurrent	3	555,751
Medical Pharmacy	Chief Medical Officer	Clinical supervision and IP/CS places	Non-Recurrent	3	285,200
Workforce	Health Workforce	Centre for Workforce Supply Social Care	Non-Recurrent	3	156,029
Psychology	Mental Health	Trauma - Criminal Justice	Non-Recurrent	3	137,682
NMAHP	Social Care & NCS Development	Dementia Posts & non pay	Earmarked Recurrent	3	110,191
Psychology	Children and Families	Trauma - Social Work	Non-Recurrent	3	105,784
NHS SA	Health Workforce	NHS SA Core funding - correction	Recurrent	3	85,318
Dental	Health workforce	Distinction Awards	Earmarked Recurrent	3	70,417
Workforce	Digital Health & Care	Digital Enabled Workforce	Non-Recurrent	3	60,000
Workforce	Health Workforce	Coaching for Wellbeing	Non-Recurrent	3	19,768
NHS SA	Health Workforce	Turas Refresh	Non-Recurrent	4	290,731
Anticipated Allocations - Outstanding at P6					9,945,359
Dental	Primary Care Directorate	Dental Vocational Training	Non-Recurrent	2	(414,687)
Dental	Health Finance Directorate	Dental ACT Levy	Non-Recurrent	3	(1,076,847)
Provision	Chief Nursing Officer Directorate	NMAHP Duplicate Allocations	Recurrent	3	(1,091,379)
Provision	Primary Care Directorate	Primary Care Workforce and Rural	Non-Recurrent	3	(1,541,261)
Return of Funding - Outstanding at P6					(4,124,174)
Provision	Health Finance	SG Funding Gap	Non-Recurrent	3	12,066,120
Net Outstanding Funding position at P6					17,887,305

NHS Education for Scotland

NES/24/79

Agenda Item: 9b

Meeting Date: 21 November 2024

NES Public Board

1. Title of Paper

1.1. Q2 Strategic Risk Report

2. Author(s) of Paper

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

3. Lead Director(s)

3.1. Jim Boyle, Director of Finance

4. Situation/Purpose of paper

4.1. The purpose of this report is to present to the Board the second quarterly strategic risk update for 24/25 for review and approval.

4.2. In addition, the Board is asked to note the NES Control Assurance Proposal that was approved at the October 2024 Audit & Risk Committee.

5. Background and Governance Route to Meeting

5.1. NES has well established risk management processes which are subject to frequent review by the Risk Management Group, Executive Team, the Audit and Risk Committee and NES Board. Our risk management infrastructure is predominantly in place, with established directorate risk leads, risk log format and a revised Risk Management Strategy.

5.2. Strategic Risks relating to individual Board Standing Committees remitted responsibilities, are presented quarterly. This enables committees to

consider the degree of assurance provided on the management of individual risks.

- 5.3. A proposal to strengthen NES's assurance about the effectiveness of Risk Controls was presented and approved at the Audit & Risk Committee October 2024 meeting. The proposal has been developed to improve assurance to the NES Board and Governance Committees that individual risks are being appropriately managed through the mitigating controls in place. This will be routinely included in the quarterly risk reports, with guidance on identifying the effect of individual controls and the overall effectiveness the controls have in mitigating risk. Instructions for providing control assurance in risk logs will be included in the NES Risk Management Manual.

6. **Assessment/Key Issues**

6.1. **NES Strategic Risk Register**

The Strategic Risk Register (summary Appendix 1, detail Appendix 2) has been subject to a recent review by the Executive Team and individual risk owners. Within the last reporting period there has been movement to the scoring of several risks and a change to risk titles as shown below.

- 6.1.1. **Strategic Risk 1** – (relating to the NES Strategic Plan not aligning with the evolving needs and expectations of stakeholders). Additional wording has been added to the description of the risk and further actions identified to provide assurance that NES are meeting the needs of all stakeholders. Since the Q2 report the 2024 Stakeholder Survey has been analysed, it has identified a number of areas for NES to focus on in order to align with the evolving needs and expectations of stakeholders. Feedback has suggested that whilst awareness of NES is relatively high, actions should go towards improving customer satisfaction. A report will be presented to the NES Board on 21 November, highlighting the analysis and consequent action plan.
- 6.1.2. **Strategic Risk 2** - (relating to the disproportionate amount of non-recurrent funding, without conversion to recurrent funding). The net likelihood rating has been decreased due to Scottish Government converting £108m of non-recurring funding to baseline in this financial year (as per the October funding letter). Further mitigation was provided following Deliverables Workshops with Scottish Government policy teams, which indicated further conversions to recurrent funding in future years. This has resulted in a decrease of the net risk rating from 16 to 12. The risk still sits outwith the Boards appetite for risks in the Finance category but has resulted in a reduction in the gap from 11 to 7.
- 6.1.3. **Strategic Risk 3** – (relating to NES failure to recruit and retain sufficiently experienced and knowledgeable people to the Board, Executive Team and senior management establishment). The net likelihood risk score has been increased due to the current non-exec vacancy and the unsuccessful first round appointment process. This will be monitored in relation to the second

appointment process that was initiated in September 2024. This assessment has resulted in the overall net risk rating being increased from 8 to 12. The risk continues to sit within the agreed Board appetite; however, additional controls and actions have been identified that will help to further mitigate the risk. Since the Q2 report NES have successfully appointed a new Dental Director and Postgraduate Dean, effective from 1st January 2025, and the recruitment process is in progress for the Director of Workforce post.

- 6.1.4. **Strategic Risk 4** - (relating to NES staff become disengaged). The description of the risk has been changed to reflect that the risk is increased by additional factors. The net likelihood score has been increased due to staff awareness of the expectations on NES in terms of savings in 2025/26 and the impact this will have on staff retention and their wellbeing. This assessment has resulted in the overall net risk rating being increased from 6 to 9. The risk continues to sit within the agreed Board appetite; however, additional controls and actions have been identified that will help to further mitigate the risk. Subsequently following this review additional actions to reflect on the NES OD plan to strengthen staff communications will be implemented, and to support with the mitigation of the risk ET/SIG & SOLG Development Days have been scheduled for November 2024 and February 2025.
- 6.1.5. **Strategic Risk 9** – (relating to NES not putting sufficient measures in place to address ongoing cost and funding pressures). There has been no movement to the risk rating during this reporting period, but this will be monitored closely and reviewed following the UK Government Autumn Budget and the consequences this may have on Scottish Government funding.
- 6.1.6. Following an ask by the NES Board and the Technology & Information Committee a further review of Strategic Risk 6 (relating to NES failing to develop and maintain adequate Business Continuity arrangements to deal with the risk of adverse events and threats) and Strategic Risk 7 (relating to NES failing to put in place measures to adequately protect against breaches of cyber security) was undertaken by the Executive Team to ensure that they were aligned to the appropriate primary risk category. Subsequently the Executive Team as a group confirmed they were content that these risks are aligned to the appropriate primary category of Governance with alignment to Operational as a secondary category.
- 6.1.7. Consideration was also given by the risk owner to the gap in Board Appetite for Strategic Risk 7, but due to the impact this risk would have on NES if it materialised, it was determined that currently it was not appropriate to reduce the risk rating. This remains a high priority and will continue to be monitored and reviewed on a regular basis.
- 6.1.8. All other Strategic Risks have been reviewed and additional controls and actions have been strengthened where appropriate to support with the mitigation of individual risks, with updates on actions recorded.

6.1.9. Table 1 in Appendix 3 provides a summary of the current Net risk exposure across each of the categories within the Strategic Risk Register, with Table 2 providing the last reported position for reference. As can be seen there has been an increase to the Net risk exposure of Strategic Risks sitting within the High rating during the reporting period. This reflects the increase of the net risk ratings to Strategic Risks 3 and 4. The NES risk profile's highest percentage of risk continues to sit within the Governance and People/Workforce categories.

6.2. NES Board Risk Appetite

Presently 33% of Strategic Risks are sitting outwith the Board's risk appetite. This is attributed to the risks within the Financial and Governance categories and reflects the Board's highly risk averse appetite in these areas. Further actions are being taken forward to control these risks. Risks sitting outwith the Board's agreed appetite will continue to be the focus of the Executive Team 'Deep Dive' discussions on strategic risks.

6.3. NES Risk Control Assurance

At its October 2024 meeting the Audit & Risk Committee approved a proposal to enhance NES's Risk Control Assurance. Once implemented this will provide enhanced guidance to risk owners on identifying how well individual and collective risk controls are working to mitigate individual risks. The proposal will help to make risk control assurance more objective with reference to the assurance criteria and will help bring greater consistency across all risks, both strategic and operational.

6.3.1. With the endorsement of the proposal, individual Strategic Risk owners will assess the effectiveness of the controls identified for their risks at their next quarterly review meetings. These control assessments will be included in a revised reporting template that will be applied in the next quarterly Board Strategic Risk Report. These reviews will ensure a consistent approach is being applied within the Strategic Risks overall control ratings.

6.4. Risk Measurement Plan and Reporting

The Risk Management Group is currently developing a proposal for reporting on directorate risks that will share risk information more effectively with directorates, the Executive Team, the NES Board and Board Governance Committees. The proposal will align risk reports with strategic themes, KPIs and individual measures and will enable reporting by individual directorates risks allocated to standing committees. It is anticipated that the planned reports will provide a higher level of transparency, analysis and assurance that NES are managing risks at all levels of the organisation. The proposal will be presented to the January 2025 Audit and Risk Committee.

6.4.1. At the August 2024 Board, the Chair requested that a review of reporting of risks was undertaken to ensure that the most up to date information on Strategic Risks are provided to the Board. It has been agreed that a Strategic Risk Update will be added to the Executive Team meeting agenda two weeks prior to NES Board Meetings. This will provide an opportunity for risk owners to provide any significant updates to their risks since they were

last reviewed. Any updates will be reported to the Board as part of the Strategic Risks Quarterly Report.

7. Recommendations

The NES Board is invited to:

- 7.1. To review and approve NES Strategic Risk Q2 update and provide any feedback as appropriate.
- 7.2. To note the approved NES Control Assurance Proposal.

Author to complete **checklist**.

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

a) Have Educational implications been considered?

- Yes
- No

b) Is there a budget allocated for this work?

- Yes
- No

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

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

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

- Yes
- No

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

- Yes
- No

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

Yes

No

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

Yes

No

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

Yes

No

Author name: Rob Coward, Debbie Lewsley, Jim Boyle

Date: November 2024

NES

Summary of Risk Log

Risk No.	Risk Title	Risk Date	Date due for next review	Gross Total	Net Total	Risk Category	Risk Appetite	Risk appetite vs net score
SR1	NES Strategic Plan does not align with the evolving needs and expectations of stakeholders	19/04/2023	11/12/2024	15	9	Strategic	12-16	
SR2	Disproportionate amount of non-recurrent funding, without conversion to recurrent funding	19/04/2023	23/12/2024	20	12	Finance	1-5	Gap 7
SR3	Failure to recruit and retain sufficiently experienced and knowledgeable people to the Board, Executive Team and senior management establishment	19/04/2023	19/12/2024	16	12	People/Workforce	12-16	
SR4	NES staff become disengaged	19/04/2023	19/12/2024	16	9	People/Workforce	12-16	
SR5	NES does not put in place an adequate corporate infrastructure to support the Transformation Route Map.	19/04/2023	19/12/2024	16	9	People/Workforce	12-16	
SR6	Failure to develop and maintain adequate Business Continuity arrangements to deal with the risk of adverse events and threats	19/04/2023	19/12/2024	16	9	Governance	1-5	Gap 4
SR7	Failure to put in place measures to adequately protect against breaches of cyber security	19/04/2023	19/12/2024	20	15	Governance	1-5	Gap 10
SR8	Failure to put sufficient employee training and other operational controls in place to minimise the risk of breaches of Information Governance	19/04/2023	19/12/2024	20	8	Operational	12-16	
SR9	NES does not put sufficient measures in place to address ongoing cost and funding pressures leading to misalignment with Scottish Government priorities and expectations.	19/04/2023	23/12/2024	25	16	Finance	1-5	Gap 11
SR10	Failure to adequately anticipate and mitigate the impacts of policy, legislative, economic, technological and societal change	19/04/2023	11/12/2024	12	12	Strategic	12-16	
SR11	Poor learning outcomes and learning experience for our stakeholders	19/04/2023	02/12/2024	16	9	Operational	12-16	
SR12	Insufficient investment in TURAS Learn and other NES learning platforms.	19/04/2023	19/12/2024	12	12	Operational	12-16	
SR13	Failure to recruit sufficient number of appropriately skilled and experienced staff within NES.	19/04/2023	19/12/2024	12	12	People/Workforce	12-16	
SR14	Inadequate Board governance, systems, processes and scrutiny of them.	19/04/2023	11/12/2024	25	4	Governance	1-5	
SR15	NES is not an evidence based data driven organisation, lacking intelligence and insights from its Information Assets.	14/12/2023	19/12/2024	12	6	Governance	1-5	Gap 1

STRATEGIC RISK 1

Risk no:	SR1					
Risk Short Title:	NES Strategic Plan does not align with the evolving needs and expectations of stakeholders					
Risk Owner:	Karen Reid	Date Added to Register:	19/04/2023			
		Review Date:	11/12/2024			
		Frequency of Review:	Quarterly			
		Committee/Group overseeing	NES Board			
Risk Category(s)	Strategic	Reputational				
Risk impacts on NES Strategy Key Area of Focus :						
Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
08/04/2024	9	Medium		Open	12-16	
20/06/2024	9	Medium	↔			
12/09/2024	9	Medium	↔			
	-					
	-					

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

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

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

Existing control rating: Controlled

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

STRATEGIC RISK 2

Risk no:	SR2				
Risk Short Title:	Disproportionate amount of non-recurrent funding, without conversion to recurrent funding				
Risk Owner:	Jim Boyle	Date Added to Register:	19/04/2023		
		Review Date:	23/12/2024		
		Frequency of Review:	Quarterly		
		Committee/Group overseeing	NES Board		
Risk Category(s)	Finance				
Risk impacts on NES Strategy Key Area of Focus :					
Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite	Within Board Appetite
04/03/2024	16	High		Averse	1-5
05/06/2024	16	High	↔		
24/09/2024	12	High	↓		
	-				
	-				

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

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

Board Risk Appetite v Net Total	
Averse	1-5
High	12

Existing control rating: Partially controlled

Cause:		Effect:	
NES continues to experience a disproportionate amount of non-recurrent funding, without conversion to recurrent funding		We will have to rely on a high number of short-term and fixed-term contracts of employment in NES	
Result:		This will result in continued workforce instability and could also result in failure to adequately deliver the NES Strategic Plan and respond to the commission requirements of Scottish Government. This situation seriously compromises our ability to maintain a workforce that has the right capacity and capability	
Control:		Actions:	
1	NES Exec Team maintain strong engagement with relevant leads at Scottish Government, as well as with the Sponsorship Team	1	Baselining and bundling impact will be assessed when proposals are made available by the Scottish Government, and will be reported to the Board at the earliest opportunity Update Nov 2023 - This is more likely to impact on 2024/25. Update June 2024 - This will be determined following SG deliverable workshops. Update Sept 2024 - Allocation letter received in July 2024 confirmed that £103m of funding will be moved from non-recurrent to baseline during 2024/25. That letter also confirmed 81% of expected allocations for 2024/25.
2	Maintain clarity in relation to NES's role and influence - through regular engagement with SG sponsor team, and relevant executive director groups, including SAMD, SEND, DoFs and HRDs.	2	Any requests by Scottish Government to decommission any work streams will be fully considered by the Executive Team, considering education and training impacts, as well as staffing and financial implications
3	Executive Team has approved an approach to career development and succession planning. This includes mapping of key roles; a process to identify potential successors; work with potential successors on individual development plans.	3	NES will be involved in discussions with SG policy teams, the Sponsorship Team and NHS Health. Finance to determine what existing non-recurrent funding can be moved to the NES baseline and how outcomes can be shaped to fit with any revised baseline. Update June 2024 - SG have set up deliverable workshops in May and June with policy and finance teams with NES to discuss the move of non-recurring funding to baseline. Transfers to baseline will be confirmed in our allocation letter during the year. Update August 2024 - Allocation letter received in July 2024 confirmed that £103m of funding will be moved from non-recurrent to baseline during 2024/25. That letter also confirmed 81% of expected allocations for 2024/25. Update Sept 2024 - Letter from Cabinet Secretary to Parliament Finance Committee reviewed to determine any potential implications for NES and these have been assessed as minimal at present.
4	Chief Executive and NES Directors to maintain links with other UK organisations	4	
5	Executive Team actively and regularly consider risk in extending posts and in converting posts to permanent. Funding is carefully considered as part of these decisions	5	

STRATEGIC RISK 3

Risk no:	SR3					
Risk Short Title:	Failure to recruit and retain sufficiently experienced and knowledgeable people to the Board, Executive Team and senior management establishment					
Risk Owner:	Karen Reid	Date Added to Register:	19/04/2023			
		Review Date:	19/12/2024			
		Frequency of Review:	Quarterly			
		Committee/Group overseeing	Staff Governance Committee			
Risk Category(s)	People/Workforce					
Risk impacts on NES Strategy Key Area of Focus :						
Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
08/04/2024	8	Medium		Open	12-16	
18/06/2024	8	Medium	↔			
20/09/2024	12	High	↑			
	-					
	-					

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

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

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

Existing control rating: Controlled

Cause:		Effect:	
NES fails to recruit and retain sufficiently experienced and knowledgeable people to the Board, Executive Team and senior management establishment due to insufficient recruitment and succession planning		This would impact the continuity of effective leadership, management and governance of NES	
Result:		Result:	
		This would result in a deterioration of NES performance and credibility at all levels and would increase the risk of serious failures in governance	
Control:		Actions:	
1	1. NES has access to a wide pool of nationwide talent in terms of non-executive recruitment and has a robust process and a good track record for attracting high quality candidates when Board vacancies occur. 2. NES recruits executives and senior managers from across the public and private sectors to ensure a wide spread of skills and experience in its senior leadership.	1	Succession planning exercise covering cohort of executive and senior management roles has resulted in risk rating each role based on identifying potential internal candidates within a 2 year period of being ready for the role. Internal candidates are producing development plans which they and their line manager will regularly review supported by ODLL. A second cohort of senior management roles has been identified and a further succession planning exercise will take place by June 2024. Update June 2024 : The Succession Planning cycle is mid process, which has been aligned with the PDP cycle. Cohort 2 roles identified and agreed by the Executive Team. Cohort 2 launched at the end of March with communications and supporting sessions put in place throughout the first quarter. Managers undertaking career developments conversations which will provide a readiness rating against each of the roles. This will be presented to the ET in mid July. Update Sept 2024 - Been updated to Staff Governance Committee to provide assurance. Action Closed
2	3. A programme of executive and senior manager development is in place to make sure that those in post are given the opportunity to develop in the role, and to acquire new professional skills and experience.	2	The Non-Executive Board Skills and Experience Matrix is updated on an annual basis. Update Sept 2024 - This is currently being updated.
3	3. A programme of executive and senior manager development is in place to make sure that those in post are given the opportunity to develop in the role, and to acquire new professional skills and experience.	3	The vacancy for the Co-opted BMA member to the SGC, nominated by the PF is being actively managed
4	4. Senior leaders are encouraged to participate in a wide range of national professional networking groups to make sure they have access to best practice across the sector.	4	The second appointment round for the non exec through the Public Appointment Unit (PAU) has commenced. Update Sept 2024 - Advert will be issued 17 September 2024 aiming to fill the current non-executive director vacancy by January 2025
5	5. The non-executive director membership of the Board and the Co-opted membership of the Board Committees, reflects the correct skills and experience required to govern the organisation.	5	

STRATEGIC RISK 4

Risk no:	SR4					
Risk Short Title:	NES staff become disengaged					
Risk Owner:	Karen Reid	Date Added to Register:	19/04/2023			
		Review Date:	19/12/2024			
		Frequency of Review:	Quarterly			
		Committee/Group overseeing	Staff Governance Committee			
Risk Category(s)	People/Workforce					
Risk impacts on NES Strategy Key Area of Focus :						
Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
08/03/2024	6	Medium		Open	12-16	
18/06/2024	6	Medium	↔			
20/09/2024	9	Medium	↑			
	-					
	-					

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

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

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

Existing control rating: Controlled

Cause:		Effect:	
NES does not adequately engage with its employees, or does not adequately provide for its wellbeing and pastoral care of staff and trainees for whom we have responsibility for.		There could be a breakdown in understanding of the roles that employees play and the contributions that are expected of them in the delivery of the Strategic Plan and the individual Directorate Operational Plans	
Result:		That could result in a significant deterioration in NES' ability to deliver on those plans	
Control:		Actions:	
1	1 - Strong partnership working arrangements in place and maintained through regular contact with the Employee Director and via the Change Management Programme Board.	1	1. iMatter action plans by iMatter Teams are completed and submitted annually. Update Sept 2024 - This year our response rate was 87% (88% in 2023) and our Employee Engagement Index (EEI) score was 84 (85 in 2023). There were 213 iMatter teams included this year and 185 also submitted an action plan which is an improvement on last year (172 of 207 teams).
2	2 - Communication plan to be a key focus on all organisational change projects.	2	2. Continue to increase attendance at monthly directorate townhalls/webinars. Update Sept 2024 - Attendance figures for last 3 webinars - 468,433,434. Q&A's from all sessions are shared with all NES staff by NES Comms Team.
3	3 - Strong focus on communication and visibility, both at a corporate and directorate level through, for example, monthly directorate townhalls and executive led webinars enabling 2 way participation.	3	3. Increase all staff communications via intranet.
4	4 - Strong focus on support to line managers through the line managers network. 5 - Organisational priority to complete team action plans resulting from annual iMatter NHS Scotland employee survey exercise.	4	4. NES Comm are given their results of the NES biannual inclusion survey to provide feedback and enable appropriate action.
5	6 - Wellbeing Matters Hub launched on 22 March 2024. This is a one-stop shop for health and wellbeing. The Hub is hosted on TURAS and provides resources offering information, practical tools, and top tips around the four pillars of wellbeing: healthy work, healthy mind, healthy life, and healthy body. 7 - NES biannual inclusion survey to include communication measure.	5	5. Part of Operational and Budget Planning for 25/26, NES develops a plan for the timely communication to temporary staff whose contracts are due to end 31st March 2025. 6. Maintain focus through Operational Planning on reasonable expectations of staff in a constrained fiscal environment.

STRATEGIC RISK 5

Risk no:	SR5					
Risk Short Title:	NES does not put in place an adequate corporate infrastructure to support the Transformation Route Map.					
Risk Owner:	Karen Reid	Date Added to Register:	19/04/2023			
		Review Date:	19/12/2024			
		Frequency of Review:	Quarterly			
		Committee/Group overseeing	Staff Governance Committee			
Risk Category(s)	People/Workforce	Reputational				
Risk impacts on NES Strategy Key Area of Focus :						
Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
08/04/2024	9	Medium		Open	12-16	
18/06/2024	9	Medium	↔			
20/09/2024	9	Medium	↔			
	-					
	-					

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

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

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

Existing control rating: Controlled

Cause:		Effect:	
NES does not have in place a corporate infrastructure to support business processes in relation to the improvement programme including HR, Finance and the PMO. This includes not having the the right number of people, suitably skilled, as well as having the right systems and other resources to drive improvements in transformation and best value.		NES might not adequately deliver the aims of its own Strategic Plan or the external commissions agreed with the Scottish Government	
Control:		Result:	
		This could result in NES having insufficient corporate infrastructure staff to support delivery of the AOP, Transformation Activity and potential efficiency savings. Resulting in reputational damage and impact on stakeholder engagement.	
Control:		Actions:	
1	1. Workforce Planning takes place alongside AOP processes so that resourcing can be aligned on an annual basis. 2. In year changes to resourcing are made in alignment with in year consideration of new projects through the Corporate Radar process.	1	Ongoing Process with Corporate Radar
2	3. Via the Post prioritisation process we identify issues associated with funding posts required to deliver the AOP and/or Corporate Radar approved projects and loop back to considering the impact on committed deliverables.	2	Digital Prioritisation Process - ensuring capacity is aligned to requirements.
3	4. Recruitment authorisation and other recruitment processes are being reviewed with the aim of achieving a more efficient, risk-based approach reducing time across NES and, all things being equal, reducing the time to recruit new staff. This could include how to bundle recruitment into groups of authorised roles, rather than recruiting to each post individually, etc.	3	Implement accelerated recruitment process as approved by ET 13/08/2024 (exception ET roles) In October 2024 and in Jan 2025 carry out a 3 months post implementation evaluation for update to the ET.
4	5. Discussions on the implications of continued non-recurrent funding have been and will continue to be held with the Scottish Government, although no significant movement in the Scottish Government's position has been achieved at this point. Corporate process to ensure centralised view of commissions and impact on infrastructure in place by Dec 22.	4	
5	6. Temporary expanded resources to support PMO and corporate improvement through Project Based Development Opportunities.	5	

STRATEGIC RISK 6

Risk no:	SR6				
Risk Short Title:	Failure to develop and maintain adequate Business Continuity arrangements to deal with the risk of adverse events and threats				
Risk Owner:	Christopher Wroath	Date Added to Register:	19/04/2023		
		Review Date:	19/12/2024		
		Frequency of Review:	Quarterly		
		Committee/Group overseeing	Technology & Information Committee		
Risk Category(s)	Governance	Operational			
Risk impacts on NES Strategy Key Area of Focus :					
Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite	Within Board Appetite
13/03/2024	9	Medium		Averse	1-5
02/07/2024	9	Medium	↔		
20/09/2024	9	Medium	↔		
	-				
	-				

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

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

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

Existing control rating: Partially controlled

Cause:		Effect:	
NES does not put in place and maintain adequate Business Continuity arrangements to deal with the risk of adverse events and threats, both internal and external threats, e.g. national or global pandemics, power supply outages, and other events		There may be an inability to deliver normal levels of service, or even an inability to deliver services at all in extreme circumstances.	
		Result:	
		This could result in failure to achieve strategic outcomes.	
Control:		Actions:	
1	Disaster Recovery Plan and Business Continuity Plans have been approved by the Executive Team.	1	Outside contractors been engaged to complete and close all relevant KMG Audit actions to an agreed timetable with CEO. Update June 2024 - Action completed and this will feed into the September Audit.
2	The plans were robustly tested in a desktop exercise and recommendations were considered by the ET and incorporated into the current version of the plans.	2	Participating in KPMG BCP Internal Audit - all documentation has been passed to KPMG for review and Audit Report will be presented to January 2025 Audit & Risk Committee
3	NTS have agreed to an internal audit on BCP on an emphasis on disaster recovery on cloud data, audit to commence September 2024.	3	
4		4	
5		5	

STRATEGIC RISK 7

Risk no:	SR7				
Risk Short Title:	Failure to put in place measures to adequately protect against breaches of cyber security				
Risk Owner:	Christopher Wroath	Date Added to Register:	19/04/2023		
		Review Date:	19/12/2024		
		Frequency of Review:	Quarterly		
		Committee/Group overseeing	Technology & Information Committee		
Risk Category(s)	Governance	Operational			
Risk impacts on NES Strategy Key Area of Focus :					
Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite	Within Board Appetite
13/03/2024	15	High		Averse	1-5
02/07/2024	15	High	↔		
20/09/2024	15	High	↔		
	-				
	-				

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

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

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

Existing control rating: Partially controlled

Cause:		Effect:	
NES does not put in place measures to adequately protect itself against breaches of cyber security		This could lead to unauthorised access to NES digital systems and data	
Result:		This could significantly affect our ability to continue normal business operations and would risk reputational damage and the imposition of punitive financial fines by regulatory authorities	
Control:		Actions:	
1	Digital team ensures firewall logs, including changes to the firewall rule base, are added to the (Security Information and Event Management) SIEM tool in use and continue to be monitored frequently	1	Continue to use the NIS Audit framework to manage and build on NES' cyber security posture. - Ongoing
2	Senior Management and Executive level involvement and oversight of Cyber security related risk through updates in the Technology and Information Committee and Audit & Risk Committee meetings and through the NES Assurance Group.	2	Review our early adoptor status for the NHSS Security Operations Centre (Dundee). Update Sept 2024 - In progress
3	Staff awareness of Cyber security matters is raised through information security webinars provided by the Information Security Manager, which includes phishing emails and security regarding the use of public Wi-fi, reporting security breaches and determining key NES contacts, password guidance, information / data management under GDPR as well as analysing key current trends in Cybercrime.	3	Identifying capacity for Cyber Security support post to join the Infrastructure and Operations Group within NTS. Update June 2024 - Been reviewed as part of the I&O resource plan. Update Sept 2024 - Now have identified resource in the plan that will be progressed in the coming months.
4		4	
5		5	

STRATEGIC RISK 8

Risk no:	SR8					
Risk Short Title:	Failure to put sufficient employee training and other operational controls in place to minimise the risk of breaches of Information Governance					
Risk Owner:	Christopher Wroath	Date Added to Register:	19/04/2023			
		Review Date:	19/12/2024			
		Frequency of Review:	Quarterly			
		Committee/Group overseeing	Technology & Information Committee			
Risk Category(s)	Operational	Reputational	Governance			
Risk impacts on NES Strategy Key Area of Focus :						
Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
13/03/2024	8	Medium		Open	12-16	
02/07/2024	8	Medium	↔			
20/09/2024	8	Medium	↔			
	-					
	-					

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

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

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

Existing control rating: Controlled

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

STRATEGIC RISK 9

Risk no:	SR9				
Risk Short Title:	NES does not put sufficient measures in place to address ongoing cost and funding pressures leading to misalignment with Scottish Government priorities and expectations.				
Risk Owner:	Jim Boyle	Date Added to Register:	19/04/2023		
		Review Date:	23/12/2024		
		Frequency of Review:	Quarterly		
		Committee/Group overseeing	NES Board		
Risk Category(s)	Finance				
Risk impacts on NES Strategy Key Area of Focus :					
Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite	Within Board Appetite
01/02/2024	16	High		Averse	1-5
01/07/2024	16	High	↔		
24/09/2024	16	High	↔		
	-				
	-				

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

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

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

Existing control rating: Partially controlled

Cause:		Effect:	
NES does not put sufficient measures in place to address ongoing cost and funding pressures as well as a high level of non-recurrent funding from SG		NES will experience financial constraints and will risk the inability to set sustainable financial plans and to take remedial actions necessary to remain in financial balance	
Result:		Result:	
This could then result in failure to meet the aspirations set out in the Strategic Plan as well as having an increased risk of not being able to control the finances of NES		This could then result in failure to meet the aspirations set out in the Strategic Plan as well as having an increased risk of not being able to control the finances of NES	
Control:		Actions:	
1	1. The Annual Operational Planning process within NES gives Directorates indicative budgets to plan their own activities and expenditure and identifies cost pressures and potential savings across NES.	1	The financial implications of any requests to decommission specific activities, or to reduce funding generally will be fully explored, with the financial, staffing and service impacts fully set out
2	2. The Senior Operational Leadership Group, chaired by the Director of Planning reviews budget submissions from across NES to ensure congruence, no duplication and identify opportunities for collaboration and efficiency savings. 3. This process enables decisions to be taken by the ET on prioritisation measures needed to deliver a balanced budget to the Board to be based on the impact of the planned activities.	2	The Operational Planning process for 2024/25 will have a significantly sharpened focus on the achievement of savings, as required by the SG's Sustainability & Value programme, and with the increasing likelihood of reductions to baseline funding. Update June 2024 - 2025/26 planning process will have a greater focus on cost reduction and this work is underway. This will tie into the work of the Business Transformation Board. Update Sept 2024 - Operational Planning guidance has now been issued to all Directorates with a sharp focus on identifying spending reduction options for the three year period.
3	4. NES Board considers measures and makes approvals to balance the annual budget, including the measures suggested by the ET to reach a balanced position.	3	NES are working with SG to identify how baseline and additional commission activity can be modelled to match reduced funding availability.
4	5. Close working with SG to address the underlying deficit resulting from the expansion of TGs and uplifts that have been less than cost pressures in this area. SG have agreed to underwrite the in-year deficit position on MTG's.	4	Implications and risks of reducing activity will be set out for SG to allow decisions to be taken in the full knowledge of their impact to the wider NHS in Scotland. Update June 2024 - Discussions taken place about sharing NES spending reduction plans at an earlier stage with Scottish Government colleagues.
5	6. Letter been sent to all staff from CEO directing suspension of discretionary spending where possible.	5	

STRATEGIC RISK 10

Risk no:	SR10					
Risk Short Title:	Failure to adequately anticipate and mitigate the impacts of policy, legislative, economic, technological and societal change					
Risk Owner:	Karen Reid	Date Added to Register:	19/04/2023			
		Review Date:	11/12/2024			
		Frequency of Review:	Quarterly			
		Committee/Group overseeing	NES Board			
Risk Category(s)	Strategic					
Risk impacts on NES Strategy Key Area of Focus :						
Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
08/04/2024	12	High		Open	12-16	
20/06/2024	12	High	↔			
12/09/2024	12	High	↔			
	-					
	-					

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

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

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

Existing control rating: Controlled

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

STRATEGIC RISK 11

Risk no:	SR11				
Risk Short Title:	Poor learning outcomes and learning experience for our stakeholders				
Risk Owner:	Karen Wilson	Date Added to Register:	19/04/2023		
		Review Date:	02/12/2024		
		Frequency of Review:	Quarterly		
		Committee/Group overseeing	Education & Quality Committee		
Risk Category(s)	Operational	Reputational			
Risk impacts on NES Strategy Key Area of Focus :					
Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite	Within Board Appetite
05/03/2024	9	Medium		Open	12-16
03/06/2024	9	Medium	↔		
03/09/2024	9	Medium	↔		
	-				
	-				

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

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

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

Existing control rating: Controlled

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

STRATEGIC RISK 12

Risk no:	SR12					
Risk Short Title:	Insufficient investment in TURAS Learn and other NES learning platforms.					
Risk Owner:	Christopher Wroath	Date Added to Register:	19/04/2023			
		Review Date:	19/12/2024			
		Frequency of Review:	Quarterly			
		Committee/Group overseeing	Technology & Information / Education & Quality Committee			
Risk Category(s)	Operational	Reputational				
Risk impacts on NES Strategy Key Area of Focus :						
Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
13/03/2024	12	High		Open	12-16	
02/07/2024	12	High	↔			
20/09/2024	12	High	↔			
	-					
	-					

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

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

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

Existing control rating: Partially controlled

Cause:		Effect:	
NES do not sufficiently invest in technology that supports learning outcomes including the TURAS learning platform as well as other learning platforms provided by NES.		This would lead to the NES being unable to meet the learning needs and expectations of all stakeholders	
Result:		Result:	
		This could result in NES becoming disconnected from the needs of the wider workforce and failing to meet the needs of staff, trainees, learners and stakeholders, leading to serious reputational damage and reassessment of the Board's role in delivering education and training	
Control:		Actions:	
1	A significant amount of time and resource is invested to establish the learning needs of a very wide stakeholder group	1	Turas Refresh Programme Outline Business Case to be presented to Scottish Government. Update April 2024 - OBC currently going through governance groups prior to submission to Scottish Government. Update June 2024 - Action Completed
2	Strategic case for investment has been prepared for discussion with the Scottish Government	2	Transformational Group need to agree Phase 2 outcomes of the Turas Refresh Programme. Turas Refresh Programme Full Business Case in development. Update Sept 2024 - Expected date for submission of FBC - February 2025
3	Turas Refresh Programme as part of Transformation Programme.	3	
4		4	
5		5	

STRATEGIC RISK 13

Risk no:	SR13					
Risk Short Title:	Failure to recruit sufficient number of appropriately skilled and experienced staff within NES.					
Risk Owner:	Karen Reid	Date Added to Register:	19/04/2023			
		Review Date:	19/12/2024			
		Frequency of Review:	Quarterly			
		Committee/Group overseeing	Staff Governance Committee			
Risk Category(s)	People/Workforce					
Risk impacts on NES Strategy Key Area of Focus :						
Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
08/04/2024	12	High		Open	12-16	
18/06/2024	12	High	↔			
20/09/2024	12	High	↔			
	-					
	-					

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

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

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

Existing control rating: **Partially controlled**

Cause:		Effect:	
Failure to recruit sufficient number of appropriately skilled and experienced staff within NES.		NES having insufficient staff to support delivery of the AOP, Transformation Route Map and Strategic Plan	
Result:		This could result in reputational damage and impact on stakeholder engagement.	
Control:		Actions:	
1	1. Monitoring and continuously improving job packs to ensure they attract an appropriate number of high quality candidates.	1	1. Work with Higher/Further Education establishments in Scotland, in addition to targeted Third Sector and related bodies to support greater apprenticeship opportunities and related early career routes.
2	2. Monitoring and continuously improving recruitment routes eg career sites, social media to ensure they attract an appropriate number of high quality candidates.	2	2. The Armed Forces Talent Programme (AFTP) team will continue to engage, influence and deliver in support of the territorial and national board efforts to attract more talent from the Armed Forces Community (AFC).
3	3. Monitoring and continuously improving our Equality and Diversity Practices in order to ensure they attract and retain underrepresented staff groups.	3	3. The NES Equality & Human Rights Team continue to off online anti-racism training for NES Line Managers which will enable our line managers to better understand key actions they can take to support NES as an inclusive organisation.
4	4. Monitor and report on the composition of the NES workforce and sex/gender/ethnicity/disability pay gaps to the Board.	4	3. Development of Talent Attraction Strategy. 4. Workforce planning to be carried out across NES as part of the 25/26 Operational Planning process.
5	5. Risk based decisions regarding termination of temporary staff in the event of uncertainty of funding.	5	5. Finance/HR and Planning to advise the CEO on risk based decisions needed during FY 24/25 so that decisions on the retention or termination of staff in temporary contractual arrangements can be made in a timely fashion and be communicated in a planned way to staff.
	6. Workforce planning is integrated in Operational Planning		

STRATEGIC RISK 14

Risk no:	SR14				
Risk Short Title:	Inadequate Board governance, systems, processes and scrutiny of them.				
Risk Owner:	Karen Reid	Date Added to Register:	19/04/2023		
		Review Date:	11/12/2024		
		Frequency of Review:	Quarterly		
		Committee/Group overseeing	NES Board		
Risk Category(s)	Governance				
Risk impacts on NES Strategy Key Area of Focus :					
Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite	Within Board Appetite
08/04/2024	4	Low		Averse	1-5
20/06/2024	4	Low	↔		
12/09/2024	4	Low	↔		
	-				
	-				

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

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

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

Existing control rating: Controlled

Cause:		Effect:	
NES does not put sufficient arrangements in place in relation to Board governance, systems, processes and scrutiny of them		This could lead to corporate non-compliance and failure to comply with statutory, legislative and climate emergency/sustainability requirements	
Result:		This could result in a loss of credibility towards the Board, from the Scottish Government as well as a range of audit and scrutiny bodies, which could pose a threat to the general credibility and future of NES	
Control:		Actions:	
1	1. Standing committees responsible for each governance domain supported by Executive Groups.	1	1. Development of Blueprint Action Plan to strengthen governance. Update June 2024 - Action Plan submitted to Scottish Government and ongoing actions reported through ARC
2	2. Individual committees review effectiveness at every committee meeting and provides an annual report to Audit Committee detailing how it has discharged its remit.	2	2. ET review outstanding Audit actions - quarterly
3	3. Comprehensive programme of internal audit. 4. Board Governance included as part of Corporate Induction.	3	3. Scottish Government sign off of ADP - completed 2023/24 Update June 2024 - Verbal feedback received from Scottish Government awaiting final sign off. Update Sept 2024 - Written acceptance of ADP received from Scottish Government and presented to August 2024 Board.
4	5. An Assurance framework has been developed in line with the 'Blue Print for Governance' and the Assurance and Audit Committee Handbook . 6. Blueprint Action Plan been submitted to Scottish Government.	4	4. Board Governance Training at Board Development Events Update June 2024 - Board Governance Development Event completed 19th January 2024.
5	7. Ensure corporate awareness of relevant statutory regulatory oversight, and maintain close working with relevant professional and other regulatory bodies	5	5. New refreshed Board and committee Assurance Framework has been developed and discussed with the Board at a development session. This will be further developed before final implementation. Update June 2024 - Action closed as agreed at ARC and Board that this work would be paused and superseded by Action 6. 6. Take forward due diligence review against legislative and public duties. Update Sept - Review undertaken and 1 area of noncompliance identified (reporting of trade union time). Arrangements being put in place within an appropriate schedules of business to secure compliance.

STRATEGIC RISK 15

Risk no:	SR15					
Risk Short Title:	NES is not an evidence based data driven organisation, lacking intelligence and insights from its Information Assets.					
Risk Owner:	Christopher Wroath	Date Added to Register:	14/12/2023			
		Review Date:	19/12/2024			
		Frequency of Review:	Quarterly			
		Committee/Group overseeing	Technology & Information Committee			
Risk Category(s)	Governance	Reputational	Strategic			
Risk impacts on NES Strategy Key Area of Focus :						
Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
13/03/2024	6	Medium		Averse	1-5	
02/07/2024	6	Medium	↔			
20/09/2024	6	Medium	↔			
	-					
	-					

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

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

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

Existing control rating: Partially controlled

Cause:		Effect:	
Lack of strategic application of data quality standards. Lack of outcome focussed in our information gathering and structures.		Inefficiency and waste of resources in all aspects of NESs work in support of our strategic outcomes.	
		Result:	
		This could result in a loss of credibility towards NES, from the Scottish Government and scrutiny bodies, which could pose a threat to the general credibility and future of NES	
Control:		Actions:	
1	Transformation Programme is now operational. There is a specific focus from the Corporate Improvement Programme on efficiency and effectiveness of data collection, storage and management.	1	Development of an overt data plan as part of the Corporate Improvement Plan. Update Sept 2024 - In progress
2	Plans for automation and preparation for artificial intelligence will drive new and improved data collection, storage and management.	2	Planned rollout of CoPilot to all NES staff on completion of the pilot.
3	Development of the Implementation Plan for the M365 Viva Suite of applications will drive new and improved data collection, storage and management.	3	
4	Outcome of the pilot of the M365 Copilot Application will drive intelligence and knowledge on required improvements and restructuring of all NES data and information.	4	
5		5	

Summary of Strategic Risks Exposure

Table 1 - Current Position - November 2024

Current Risk Exposure (Total Score)	Very High	High	Medium	Low	Total	% of Total
Strategic		1	1		2	13.3%
Operational		1	2		3	20.0%
Finance		2			2	13.3%
Reputational					0	0.0%
Governance		1	2	1	4	26.7%
Technology					0	0.0%
People/Workforce		2	2		4	26.7%
Health & Safety					0	0.0%
Environmental Sustainability					0	0.0%
Transformation/ Innovation					0	0.0%
TOTAL EXPOSURE		7	7	1	15	100.0%
% of Total	0.0%	46.7%	46.7%	6.7%		

Table 2 - Last Reported Position - August 2024

Current Risk Exposure (Total Score)	Very High	High	Medium	Low	Total	% of Total
Strategic		1	1		2	13.3%
Operational		1	2		3	20.0%
Finance		2			2	13.3%
Reputational					0	0.0%
Governance		1	2	1	4	26.7%
Technology					0	0.0%
People/Workforce		1	3		4	26.7%
Health & Safety					0	0.0%
Environmental Sustainability					0	0.0%
Transformation/ Innovation					0	0.0%
TOTAL EXPOSURE		6	8	1	15	100.0%
% of Total	0.0%	40.0%	53.3%	6.7%		

NES Risk Matrix, Scoring and Risk Categories

APPENDIX 4

Risk Matrix and Score –

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

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

NES Scoring Definitions – Likelihood -

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

NES Scoring Definitions – Impact/Consequence –

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

NES Risk Categories –

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

NHS Education for Scotland

Item 09c

21 November 2024

NES Public Board

1. Title of Paper

1.1. 2024/25 Quarter 2 Delivery Report

2. Author(s) of Paper

2.1. Alison Shiell, Planning & Corporate Governance Manager

3. Lead Director(s)

3.1. Christina Bichan, Director of Planning & Performance

4. Situation / Purpose of paper

4.1. This report provides the Board with a Quarter 2 (Q2) update on NES's delivery performance against the deliverables and milestones set out in the 2024/25 NES Annual Delivery Plan (ADP). The report uses (B)RAG exception reporting to evidence progress and completion status.

4.2. In addition to the cover paper, the report comprises an overall 2024/25 Quarter 2 summary position (Appendix 1) and a full 2024/25 Quarter 2 update (Appendix 2).

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

5. Background and Governance Route to Meeting

5.1. This report has been prepared for the Board's review and approval and has been considered by the NES Executive Team in advance of the 21 November 2024 Board meeting.

5.2. The NES Board approved the 2024/25 NES ADP in principle in May 2024 in recognition of the ongoing challenging public sector financial context and planned discussions between NES and Scottish Government (SG) policy colleagues to clarify NES's 2024/25 deliverable and funding position. These

discussions took place during June and July 2024 and an agreed position was reached.

- 5.3. NES received SG approval for the 2024/25 ADP via a formal letter sent by our SG sponsorship team on 10 July 2024. The formal SG approval letter was submitted to the 15 August 2024 Public Board for noting. The 2024/25 NES ADP is available to access via the [Corporate Publications](#) page of the NES website.

6. Assessment / Key Issues

2024/25 Quarter 2 – Content and Format of Delivery Report

- 6.1. The Board received the 2024/25 Quarter 1 Delivery Report at the 15 August 2024 Public Board meeting. During discussion, Board Members recommended a small number of improvements to enhance the content of the report and provide the Board with greater assurance in relation to NES's overall delivery position.
- 6.2. The content and format of the 2024/25 Quarter 2 (Q2) report has been updated to incorporate the following Board recommendations as follows:
 - a. The report now includes an overview of deliverables affected by funding delays and additional detail about whether these delays are within / outwith NES's control (Section C – pages 11-12).
 - b. Appendix 2 (full 2024/25 Quarter 2 update) now includes a 'Projected Status' column so directorates can provide an anticipated (B)RAG rating for future quarters.

Section A - 2024/25 Quarter 2 – Delivery Performance Overview

- 6.3. The NES 2024/25 ADP comprised 175 deliverables at the start of Q2. During the Q2 reporting window, the following two changes were identified:
 - a. following on from the 2024/25 SG savings exercise in early 2024, deliverable 4267 (delivery of medical research within NES, including the funding of the Scottish Medical Education Research Consortium (SMERC)) has been closed as there is no funding available to support this work.
 - b. a deliverable relating to the delivery of Person-Centred Care education and training (Compassionate Communications training) had been missed in error. This deliverable has now been added to the 2024/25 ADP and a Q2 (B)RAG status and narrative update provided.
- 6.4. Further detail regarding changes to the 2024/25 ADP during Q2 is provided in paragraph 6.15 / Table 5 (pages 13-14).
- 6.5. Delivery performance at the end of 2024/25 Quarter 2 is summarised in Table 1a.

Table 1a: Summary of deliverable status – 2024/25 Quarter 2

Deliverable Status	Number	Percentage
Blue – complete	1	1%
Red – significant delay	3	2%
Amber – minor delay	29	16%
Green – on track	142	81%
Total	175	

6.6. Appendix 1 provides an overview of 2024/25 Q2 (B)RAG status. At the end of Q2, **81%** of NES deliverables have been categorised as completed or on target to be completed in line with ADP milestones. The total number of deliverables identified as either Blue or Green status at Q2 is 143 out of 175 deliverables. **2%** and **16%** of deliverables are reporting significant and minor delays respectively. An overview of NES directorate RAG status at Q2 is shown below in Table 1b. Further detail is provided in later sections of the report.

6.7. For the Board’s information, directorate ownership of deliverables has changed very slightly since 2024/25 Quarter 1. The ongoing establishment of the NHSSA Academy, Learning and Innovation (NHSSA, L & I) directorate has led to a deliverable focused on learning and career development for the NHS Scotland Support Workforce transitioning from Workforce to NHSSA, L & I. The number of Workforce deliverables has increased as per the change outlined in paragraph 6.3b.

Table 1b: Summary of NES directorate RAG status – 2024/25 Quarter 2

NES Directorate / Business Area	Total 2024-25 ADP Deliverables	Blue	Red	Amber	Green
Dental	21	-	-	1	20
Finance	7	1	-	1	5
Healthcare Science	5	-	-	-	5
Medical	28	-	-	6	22
NHSS Academy, Learning and Innovation	22	-	1	4	17
NMAHP	32	-	2	7	23
NES Technology Service	9	-	-	4	5
Optometry	7	-	-	2	5
Planning & Corporate Resources	4	-	-	-	4
Pharmacy	11	-	-	-	11
Psychology	5	-	-	1	4
Social Care	5	-	-	-	5
Workforce	18	-	-	3	15
Corporate	1	-	-	-	1

Section B - 2024/25 Quarter 2 – Red & Amber Deliverables

- 6.8. Three deliverables have been reported as Red (experiencing significant delay) at Q2, which is a reduction in comparison to Q1. Six out of the seven deliverables reported Red at Q1 have now been downgraded to either Amber or Green. These changes are as a result of directorates now being in receipt of funding confirmations, revised milestones being agreed following the conclusion of the SG savings exercise or mitigating actions agreed at the end of Q1 being achieved.
- 6.9. Further detail regarding the deliverables reported Red at Q2, including actions being taken to mitigate delays with the aim of bringing deliverables back on track (and their proposed timelines), is presented in Table 2.
- 6.10. 29 deliverables have been reported as Amber (minor delay) in Q2. Further detail, including the actions being taken to mitigate delays with the aim of bringing deliverables back on track (and their proposed timelines), is presented in Table 3.

Table 2: Impacts and mitigations summary – Red deliverables

2024/25 Quarter 2 – Red Deliverables	
ADP ref	Overview / Impact of Current Delays and Mitigating Actions
Nursing, Midwifery & Allied Health Professions (NMAHP)	
4352	<p>The deliverable supporting the ambitions of the Infection Prevention Workforce (IPC) Strategic Plan 2022-24, continues to be reported as Red at Q2 as workforce capacity issues are still affecting some aspects of delivery. Whilst the Q2 milestone (undertake a literature review of existing infection prevention and control and antimicrobial stewardship strategies) is still to be completed, a new IPC paper published by the World Health Organisation has been analysed and a paper for SG has been developed to inform the development of an IPC Education Strategy.</p> <p>This deliverable is projected to report Amber at Q3 as the delayed Antimicrobial Stewardship (AMS) Generalist Education Framework is due to be published in Autumn 2024 which in turn will enable the gap analysis (due at Q1) to commence.</p>
4705	<p>Work to support the implementation of the Recommended Summary Plan for Emergency Care and Treatment (ReSPECT) on the National Digital Platform (NDP) was reported Amber at Q1 however it has been escalated to Red at Q2 and is projected to remain Red at Q3. This is due to NES awaiting a decision from SG as to whether ReSPECT will be rolled out in its current form or replaced or supplemented by the 'My Future Care' plan. As this decision is still pending (and outwith NES's control) it has meant that no further progress has been made to support the implementation of ReSPECT within the NDP. A further update will be provided as part of the 2024/25 Q3 delivery report.</p>

2024/25 Quarter 2 – Red Deliverables	
ADP ref	Overview / Impact of Current Delays and Mitigating Actions
	Instead of focusing on the delivery of the original milestones for this deliverable, efforts have focused on the consolidation of all palliative care resources, which will be hosted on the TURAS Learn platform. Ahead of 2024/25 Q3 reporting, deliverable milestones for Quarter 3 and 4 will be updated to reflect intended activity for the remainder of the 2024/25 year.
NHSS Academy, Learning & Innovation	
4807	<p>The Q2 milestone that supports the delivery of Phase 2 of the TURAS Refresh project (completion of the Full Business Case / FBC) has not been achieved due to delays in the consideration of the Outline Business Case by SG.</p> <p>Work has progressed in relation to defining the scope for the Health Economist and requirements that will support the completion of the FBC however the deliverable has been reported as Red at Q2 and is projected to remain Red at 2024/25 Q3 whilst feedback from SG is awaited.</p>

Table 3: Impacts and mitigations summary – Amber deliverables

2024/25 Quarter 2 – Amber Deliverables	
ADP Ref	Overview / Impact of Current Delays and Mitigating Actions
Dental	
4514	In relation to the filling of Dental Core and Specialty posts, 84% of Dental Core Training (DCT) posts have been filled via national recruitment in September 2024. As a result of this fill rate position the deliverable has been reported as Amber at Q2. Local recruitment to training posts is taking place in some Health Boards to try and fill some of the remaining vacancies which may enable the deliverable to report as Green at Q3.
Finance	
4406	<p>The deliverable focusing on a strategic review of NES locations where there are lease events (either due to lease expiry or other requirements for change) has reported Amber at Q2 as the framework contractor appointed to undertake works at NES's new Glasgow office location (177 Bothwell Street) went into administration in September 2024. Work is underway to appoint a new contractor so currently ceased activities can resume.</p> <p>This delay has meant a negotiation with NES's current Glasgow office (2 Central Quay / 2CQ) to request an extension to beyond the current expiry period in order to ensure security of tenure. As a result of the delays associated with NES's Glasgow office space, this deliverable is projected to report Amber at Q3 however the Q3 and Q4 milestones will be reviewed and updated ahead of the Q3 reporting window to reflect the amended Bothwell Street 'fit-out' timeline.</p>

2024/25 Quarter 2 – Amber Deliverables	
ADP Ref	Overview / Impact of Current Delays and Mitigating Actions
Medical	
4308	<p>The deliverable which supports the delivery of the NES (Scotland Deanery) Quality Management (QM) / Quality Improvement Framework for postgraduate medical education in Scotland has remained Amber at Quarter 2. Although the number of General Medical Council (GMC) Enhanced Monitoring (EM) sites has now reduced further since Q1, there are still four sites undergoing EM arrangements. In mitigation, an effective QM system is in place and NES has built close working relationships with Health Boards in relation to EM with objective and Action Plan review meetings in place as appropriate.</p>
4312	<p>As a result of the SG savings exercise, 2024/25 SG funding for the Remote and Remote (R&R) Credential programme was not confirmed until late in Q1. This deliverable has again reported Amber at Q2 as the delay in receiving funding meant that the onboarding dates for doctors undertaking the recognition and learner routes have had to be postponed. The first cohort of doctors undertaking the recognition route is commencing over October / November 2024 and the first cohort of the learner route has been postponed to January 2025.</p> <p>Delays also occurred earlier in the year in relation to digital support requirements for the credential training portfolio, however work commenced in August 2024 with the aim of completing by the start of Q3. With significant progress now starting to be made, this deliverable has a projected status of Green for Q3.</p> <p>Despite these delays, the first cohort of Recognition Doctors within the R&R credential programme were presented to the credential panel in September 2024. All seven achieved the competencies outlined in the credential curriculum and have been recommended to the General Medical Council (GMC) as having completed the credential programme, with very positive feedback given.</p>
4539	<p>Confirmation of SG funding to support future cohorts of the General Practice Nurses (GPN) Education Pathway was not received during 2024/25 Q1 which meant advertising for the next cohort (Cohort 3) had to be delayed.</p> <p>The deliverable reported Amber at Q1 and has remained Amber at Q2 as although funding confirmation from SG has now been received (and Cohort 3 now advertised) the delay has meant fewer GPN applications have been received. This may be due to the delay in advertising the cohort as GPNs may have sought alternative educational provision (based on individual practice needs).</p>
4543	<p>The deliverable supporting the expansion of the clinical and leadership skills and capacity of SAS (Specialist, Associate Specialist and Specialty) Doctors has reported Amber at Q2 as the facilitation of two regional educational events is slightly behind schedule. The projected status for this deliverable at Q3 is Amber as the regional events currently remain in the planning</p>

2024/25 Quarter 2 – Amber Deliverables	
ADP Ref	Overview / Impact of Current Delays and Mitigating Actions
	stages however the aim is to bring this work back on track by the end of the 2024/25 year.
4544	As per reporting at 2024/25 Q1, the delivery of entry-level leadership and management training for Postgraduate Medical and Dental trainee continues to be affected by faculty availability. This deliverable is again reporting as Amber as Q2 and is also projected as Amber for Q3 as limited capacity continues to affect training delivery.
4556	The development of new resources to support the Continuing Professional Development (CPD) of approved and recognised Postgraduate Medical Trainers has reported Amber at Q2 as the delivery of four CPD courses for trainers were cancelled during Q2 either due to faculty issues or a lack of bookings. Delivery of the Advanced Medical Educators Course (AMEC) is paused whilst the course is re-designed for online delivery however the deliverable is projected to report Green at Q3 as courses continue to be delivered.
NHSS Academy, Learning and Innovation	
4435	<p>The deliverable supporting the design, development and use of digital learning and knowledge resources via TURAS Learn, the national digital library and The Knowledge Network continues to report as Amber at Q2 whilst work to facilitate the next tender of the digital library resources is ongoing. Invitations to tender have now been issued and evaluated. Initial costs have also been received and preferred suppliers identified from the competitive tender.</p> <p>In relation to the Q2 milestone specifically, discussions with SG regarding the ongoing funding of Medicines Information resources are now not due to take place until early Q3. As a result of this delay, this deliverable is reporting a projected Amber status at Q3.</p>
4643	The development of a new approach to education quality assurance and quality management as part of the NES Learning & Education Quality System (LEQS) project is progressing well across a number of workstreams however the deliverable has been reported Amber at Q2 as there have been some delays in the production of a specification document to inform fields of information required for governance, process and systems developments. It is hoped that progress will be made during Q3 to bring this deliverable back on track.
4801 4422	<p>Work to support the development of a new, consistent methodology for the development of career and learning frameworks / pathways in health and social care in collaboration with partners continues to report as Amber at Q2. Staffing proposals have now been confirmed and a Pathway and Partnerships team is now in place as of September 2024. This deliverable continues to report as Amber as the completion of Q2 milestones is likely to be achieved during Q3. As such, the projected status of this deliverable for Q3 is also Amber.</p> <p>Deliverable 4422 is also referenced in relation to this deliverable as it is also reporting as Amber at Q2. As highlighted within paragraph 6.6, the team</p>

2024/25 Quarter 2 – Amber Deliverables	
ADP Ref	Overview / Impact of Current Delays and Mitigating Actions
	supporting the improvement of access to learning and career development for the NHS Scotland Support Workforce have now transitioned into the NHSSA, L & I directorate. Following this change in reporting lines, the Support Workforce team's work is likely to broaden in scope and align more closely with deliverable 4801. For the Board's information, the work of deliverable 4422 may be subsumed into deliverable 4801 during Q3. Further information will be provided in the 2024/25 Q3 Delivery Report.
NMAHP	
4329	<p>Further to the update provided at 2024/25 Q1 regarding work to support specialist dementia care, care home and care-at-home staff to bring about change and improvements in the delivery of dementia care, this deliverable continues to report as Amber at Q2 as discussion with SG policy officials has led to the Dementia Champions programme not being commissioned this year.</p> <p>The Dementia Specialist Improvement Leads (DSIL) programme is part of ongoing discussions with the Dementia Education and Workforce Short Life Working Group at SG and a planning session has been arranged for mid-October 2024. Following this session a decision will be made regarding the delivery of the DSIL programme in 2024/25. This deliverable is projected to report as Amber at Q3.</p>
4341	The Allied Health Professions (AHP) aspect of work to support the NMAHP workforce to comply with regulatory bodies' requirements for quality practice education continues to report Amber at Q2. This is specifically in relation to a delay in the development of ePADs (Electronic Practice Assessment Document) for paramedics and physiotherapists. This deliverable is projected to report Amber at Q3.
4350	Further to the update provided at 2024/25 Q1 in relation to the development and maintenance of the NMAHP practice learning environment, the development of an AHP Quality Management System (QMS), a procurement approach has now been confirmed and Senior Educators are now in post. The deliverable continues to report as Amber due to Q1/ Q2 milestones being affected by the confirmation of funding delay. The projected Q3 status for this deliverable is Green as now that the Senior Educators are in post to support the development of the AHP QMS, it is hoped that milestones will be able to be brought back on track.
4356	The deliverable supporting the development and maintenance of education to support the health and social care workforce to transform policy into practice to align with the National Infection Control Prevention and Control Manual and via the delivery of the Healthcare Built Environment strategy has reported Amber at Q2. This is due to the review of resources by Subject Matter Experts (SME) proving challenging as a result of SME availability and internal team capacity. This deliverable is projected to report at Q3 whilst the review of resources is ongoing.
4361	The development of the Transgender Care Knowledge and Skills Framework deliverable reported Red at 2024/25 Q1 as the framework launch was postponed to September 2024. The framework has now been

2024/25 Quarter 2 – Amber Deliverables	
ADP Ref	Overview / Impact of Current Delays and Mitigating Actions
	<p>published on the NES website and the deliverable has been downgraded to Amber at Q2.</p> <p>However, owing to the complexity of the ongoing development of resources connected to the Transgender Care framework and a shift in the national landscape, the deliverable is projected to report Red at Q3 as key deliverables have been impacted. Work related to the young people’s annex will be aligned to a separate workstream delivering young people’s gender identity services, with this work expected to continue until 2025/26 Q3.</p>
4687	<p>Funding to support the development of two educational pathways for Allied Health Professions (AHP) Advancing Practice in priority areas has now been confirmed and associated posts are in the process of being recruited. This deliverable continues to report Amber at Q2 and is projected to report Amber at Q3 due to the impact of the funding confirmation delay on planned deliverables. Following a new commission from SG in relation to this work, milestone changes have been proposed for Quarter 3 and 4. Further information is provided in Table 5.</p>
4700	<p>Joint work with the Mental Welfare Commission (MWC) to enable the development and delivery of education and training opportunities to support the health and social care workforce in relation to the Adults with Incapacity (Scotland) Act continues to report as Amber at Q2. Although partnership working has been re-established and project plan timelines revisited, unforeseen circumstances have meant that MWC capacity has been limited during Q2 and has led to a delay in expected progress. It is hoped that the deliverable will be brought back on track during Q3 as projected Q3 status is reported as Green.</p>
NES Technology Service (NTS)	
4429	<p>Funding to support the delivery of products and services within the SG Health and Social Care domain was not confirmed until mid-Q2. This has meant that ‘business as usual’ work has been carried out on all products whilst awaiting confirmation of strategic objectives from SG. Now that strategic objectives have been agreed, this deliverable is projected to report Green at Q3.</p>
4442	<p>In relation to NES’s role as a national centre for evidence on the health and social care workforce, quarterly workforce statistics were published as per the 2024/25 Q2 deliverable milestone. Since Q1, dedicated Information Governance resource has been secured to support the utilisation of improved eESS data (the single national approach to HR data management for NHS Scotland) in workforce statistics publication however the deliverable continues to report Amber at Q2 and projected Amber for Q3 as the timeline for this work remains behind schedule. This is as a result of capacity constraints and technical complexities linked to the improved workforce data work.</p>
4594	<p>Further to the update provided at Q1, confirmation of SG funding via an SG allocation letter for NES’s provision of technology support of the NHS Scotland Digital Prescribing and Dispensing Pathways Programme (DPDP) has still not been received in Quarter 2. This delay continues to impact</p>

2024/25 Quarter 2 – Amber Deliverables	
ADP Ref	Overview / Impact of Current Delays and Mitigating Actions
	<p>delivery activity including build planning and recruitment however some work has progressed on security principles and requirements, the DPDP target operating model, an implementation business case and refinement of the DPDP business architecture.</p> <p>SG sponsors have verbally indicated that funding will be provided for the following two financial years (2025/26 and 2026/27). The DPDP Programme Team is working to obtain written confirmation so that recruitment to the programme can commence. A further update will be provided at Q3.</p>
4669	<p>The deliverable supporting the delivery plan, milestones and overall approach for the provision of NTS technology support to the SG Digital Front Door (DFD) programme reported Red at Q1 however this has been downgraded to Amber at Q2. During Q2, a procurement exercise to secure an external partner to deliver an Outline Business Case (OBC) for DFD concluded successfully and work on the OBC has now commenced. NTS are now developing a delivery plan and milestones for DFD for the remainder of 2024/25, alongside the recruitment of critical roles.</p>
Optometry	
4623	<p>The deliverable that supports the delivery of mandatory training for optometrists and OMPs (Ophthalmic Medical Practitioners) in Scotland has reported Amber at Q2 as the development of a module due for publication in 2025 is delayed due to internal capacity issues which are in the process of being worked through. It is hoped that these will be resolved during Q3 and a confirmed resource position reached. A further update will be provided as part of the Q3 delivery report.</p>
4715	<p>Following the Q1 update, capacity is now in place to support Continuing Professional Development (CPD) for eyecare professionals working in community optometry practices. Whilst the deliverable has reported Amber at Q2, a wide-ranging catalogue of CPD delivery is now planned for Q3 and Q4 to support the eyecare workforce with the aim of bringing this deliverable back on track and reporting Green at Q3.</p>
Psychology	
4653	<p>In response to the Mental Health Strategy 2017-27, NES Psychology colleagues are developing a national programme of education and training across a range of multidisciplinary, multi-sectoral areas. At 2024/25 Q1 this deliverable reported Red as confirmation of SG funding for this work was still pending. This has been downgraded to Amber at Q2 as SG funding was received in July 2024 which has enabled some progress around the development of education and training resources, however some resource development has been unable to proceed as a result of both resourcing issues and the delayed receipt of funding.</p>
Workforce	
4407	<p>Work to deliver the NES Human Resources (HR) Proposition model continues to progress however the deliverable has reported as Amber at Q2. This is due to an issue being identified in relation to the development of HR Standard Operating Procedures (SOPs) (a need to clarify interaction between teams within a process / SOP) which may cause a delay to the</p>

2024/25 Quarter 2 – Amber Deliverables	
ADP Ref	Overview / Impact of Current Delays and Mitigating Actions
	overall SOPs delivery timetable. Work is underway to clarify any updated requirements however the deliverable is projected to report Amber at Q3.
4411	NES, via the Centre for Workforce Supply, is supporting workforce capacity within the NHS in Scotland by facilitating the development and implementation of workforce initiatives to help tackle priority workforce challenges. The Q2 milestone for this deliverable has a specific focus on international recruitment and has reported Amber at Q2 as whilst work has progressed in collaboration with SG and Health Boards regarding the international recruitment of psychiatrists there is still a significant amount of stakeholder engagement and facilitation work to be completed to ensure successful delivery.
4597	The deliverable supporting the design and delivery of a Once for Scotland approach for the recruitment of Armed Forces (AF) service leavers, veterans and the wider military community into NHS Scotland (NHSS) has reported Amber at Q2 as whilst the AF Talent Programme team have had a consistent presence at external partner regional and national events, the delivery of a national NHSS AF event has not yet been achieved. The AF team are in discussion with Boards regarding face to face events to be delivered in Q4.

Section C – Deliverables affected by funding delays at 2024/25 Quarter 2

6.11. Table 4 provides an overview of deliverables affected by funding delays at Quarter 2.

Table 4: Deliverables affected by funding delays at Quarter 2

2024/25 Quarter 2	
ADP ref	Summary of funding situation and next steps (if known)
Medical	
4267	Funding to support the delivery of medical education research within NES via the Scottish Medical Education Research Consortium (SMERC) is no longer available. This deliverable will now be closed.
NHSS Academy, Learning and Innovation	
4807	Delivery of the TURAS Refresh project is affected by resource constraints as there is no funding currently available to support additional recruitment.
4435	SG funding of Medicine Information Resources (as part of the national digital library and The Knowledge Network) is still to be confirmed. Discussions between NES and SG are due to take place in early Q3.
NMAHP	
4329	Following discussions with SG policy colleagues, the Dementia Champions programme will not be commissioned in 2024/25.
NES Technology Service (NTS)	

2024/25 Quarter 2	
ADP ref	Summary of funding situation and next steps (if known)
4594	Confirmation of SG funding via an SG allocation letter for NES's provision of technology support of the NHS Scotland Digital Prescribing and Dispensing Pathways Programme (DPDP) has not been received in Quarter 2. This delay continues to impact delivery activity in relation to recruitment and build planning. SG sponsors have indicated verbally that funding for the DPDP programme will continue for 2024/25 and 2025/26. NES is working to obtain written confirmation during 2024/25 Q3 and an update will be provided in the Q3 delivery report.

Section D – Key Achievements during 2024/25 Quarter 2

- 6.12. There have been a number of achievements during Q2 that support the delivery of the [NES 2023-26 Strategy](#) and align directly with our strategic themes ([People, Partnerships and Performance](#)). Further detail is provided within the paragraphs below.
- 6.13. To support the delivery of our **People** strategic theme objectives, we have achieved:
- Positive feedback received from the General Dental Council in relation to NES's curriculum design, assessment and standards role supporting the RCSEd (Royal College of Surgeons Edinburgh) Diploma in Orthodontic Therapy Programme.
 - The NES Mobile Skills Unit (MSU) visited a care home in Aberdeen and trained 149 staff from the Social Care sector in clinical skills such as venepuncture, catheterisation, wound care and intramuscular injections. Over 95% of learners rated the training as either 'Excellent' or 'Good', 100% said the training was of benefit to them and 90% said the training they received was not available locally.
 - Positive impact of [Flying Start NHS](#) national work-based learning development programme (administered by NES for newly qualified NMAHP practitioners) shared via a national AHP [blog](#).
 - 94 learners have commenced the newest cohort of the Modern Apprenticeship in Dental Nursing (original deliverable target = 75).
 - NES Psychology education and training across a range of multidisciplinary, multisectoral areas (eLearning resources / delivery) has been accessed / delivered over 85,000 times during Quarters 1 and 2
- 6.14. To support the delivery of our **Partnerships** strategic theme objectives, we have achieved:

- NES has delivered multiple webinars / learning sessions as part of NES's national role supporting awareness raising of the United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Act 2024.
- Improvement in Medical Training Grade establishment headcount for 2024 (Overall fill rate for 2024 is 94.4% in comparison to 93.5% in 2023)
- Very positive feedback in relation to the Remote and Rural Credential programme, particularly in relation to the innovative way the credential has looked at capabilities in practice and ensuring rural doctors are equipped for their role in unscheduled and urgent care provision.
- As part of NES's approach to Health Equity and addressing Health Inequalities, a new Specialist Lead (Health Inequalities) post has been successfully appointed to support cross-organisational consideration of health inequalities and learning materials.
- As part of NES's provision of technology support to the Accelerated National Innovation Adoption (ANIA) programme, a successful live test of the national [Digital Dermatology](#) Pathway has taken place during Quarter 2. This is a significant milestone towards the roll out of this national service offering and highlights the positive collaboration between the partners involved in this work (NES Technology Service, National Services Scotland (NSS), Centre for Sustainable Delivery, Scottish Government Digital Health and Care, Consultant Connect (CC) and Local Health Boards.
- A digital resource developed by the NHS Scotland Academy that supports people new to roles in health and social care to be well-prepared before commencing their role has now been used by over 10,000 people.

6.15. To support the delivery of our **Performance** strategic theme objectives, we have achieved:

- Over 1,100 responses received to the NES Stakeholder Survey (in comparison to 600+ responses in 2022). The survey results and analysis are due to be presented to the 21 November Public Board meeting.
- As part of NES's work delivering a national programme to improve the digital leadership, digital skills and data skills of the health and social care workforce across Scotland, the Knowledge Information and Data Learning Network grew to over 2,800 members during Quarter 2. Within this network, members share digital learning best practice, develop interdisciplinary collaborations and host / join community events. The NHS Scotland Microsoft365 Skills Hub also attracted over 40,000 site visits from health and social care staff during Quarter 2.

Section E – 2024/25 ADP Amendments during Quarter 2

6.16. Table 5 sets out changes and refinements to the 2024/25 ADP identified during Q2 as a result of ongoing changes within our operating environment and the fluid nature of certain aspects of our work. As noted in paragraph

5.2, our 2024/25 ADP was developed in the context of an ongoing challenging fiscal environment and as such, some deliverables are still subject to funding and others did not have confirmed milestones at the point of submission.

The following amendments have been made to the 2024/25 ADP during Quarter 2 and have been reviewed and approved by the NES Executive Team.

Table 5: Amendments to the 2024/25 NES ADP – Quarter 2

2024/25 ADP Deliverable	Amendment Detail
Healthcare Science	
4314	As a result of the SG savings exercise undertaken in early 2024, bursaries for specialist Healthcare Science practitioners were not able to be awarded. Revised milestones for the remainder of the 2024/25 year have been agreed and added to the 2024/25 ADP.
NMAHP	
4687	In relation to a deliverable supporting the development of two educational pathways for Allied Health Professions (AHP) Advancing Practices, changes to the Q3 and Q4 milestones have been agreed as a result of a new SG commission which was received after the original deliverable was developed. The 2024/25 ADP has been updated accordingly.
NES Technology Service (NTS)	
4683	The National Digital Platform (NDP) Data Storage Service team have been ask to deliver technology support to the National Services Scotland (NSS) Scan for Safety Programme . A new 2024/25 deliverable and associated Q3 and Q4 milestones have been added to the 2024/25 ADP.
4440 4573	Milestones for two 2024/25 ADP deliverables linked to Information Governance (support within NES and to the wider sector) have been added.
Workforce	
4684	In early September 2024, SG issued guidance to Health Boards setting out requirements for an anti-racism action plan. A new deliverable to track the development and implementation of a NES Anti-Racism action plan has been added to the 2024/25 ADP.
4685	NES is aiming to achieve Equally Safe at Work accreditation by March 2026. A deliverable and associated milestones have been developed and added to the 2024/25 ADP.
4682	As noted in paragraph 6.3, a deliverable in support of NES’s delivery of Person Centred Care education and training was missed from the 2024/25 ADP. This deliverable has now been added and Q1 / Q2 reporting provided retrospectively.
4422	As noted in paragraph 6.6, the ongoing establishment of the NHSSA, L & I directorate has led to a deliverable focused on learning and career development for the NHS Scotland Support Workforce transitioning from Workforce to NHSSA, L & I.

Section F – Risk Management

- 6.17. The three red deliverables reported at 2024/25 Quarter 2 have been reviewed against the NES Corporate Risk Register. Delays reported at Quarter 2 can be broadly aligned with the impact of ongoing financial pressures (SR9) and staff resourcing (SR13). Mitigating actions continue to be taken and further information in relation to each of these risk areas is provided within the quarterly risk report.

Section G – Equality Impact Assessments (EQIA)

- 6.18. An EQIA was undertaken collectively for the 2024/25 ADP and Financial Plan.

7. Recommendations

- 7.1. The Board is asked to approve the Quarter 2 Delivery Report and note the amendments made to the 2024/25 NES ADP during this quarter.

a) Have Educational implications been considered?

- Yes
 No

b) Is there a budget allocated for this work?

- Yes
 No

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

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

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

- Yes
 No

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

- Yes
 No

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

Yes

No

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

Yes

No

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

Yes

No

AS / CBi
November 2024
NES

Annual Delivery Plan (ADP) Summary Progress Report (2024/25 – Quarter 2)

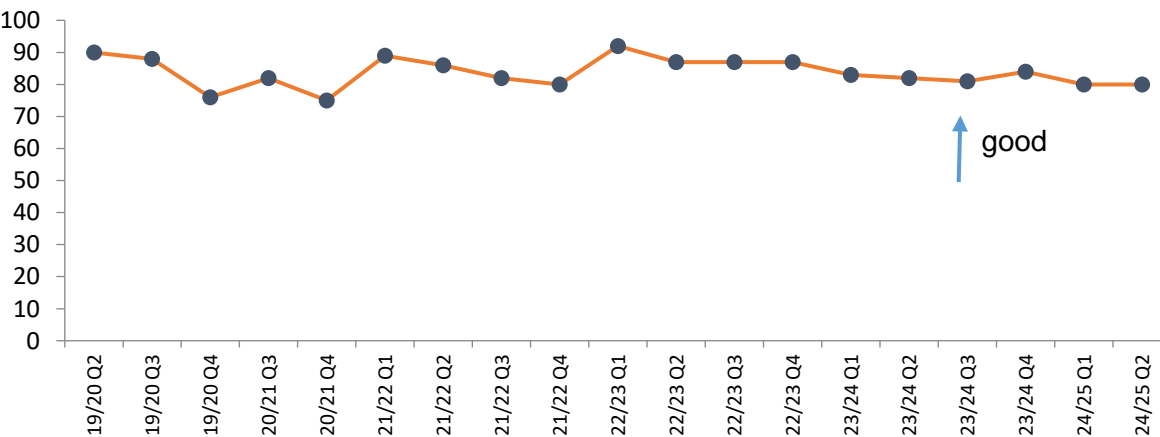
Aim: To provide an overview of progress and highlight key achievements, delays and risks in relation to delivery of the 2024/25 NES ADP.

Delivery Status at 30 September 2024 (Quarter 2)

- 81% of deliverables** are completed or on target to be completed in line with ADP milestones at the end of Quarter 2 (Q2). **16%** progressing with minor delays.
- 2% of deliverables** are experiencing significant delay. Mitigating actions are in place to bring deliverables back on track where possible.
- The position at 2024/25 Q2 indicates a slightly higher proportion of red deliverables in comparison to previous years which is mainly due to the challenging public sector financial environment.

Status:	Q1 24/25	Q2 24/25	Q3 24/25	Q4 24/25
Complete	1	1	-	-
On Track	139	142	-	-
Minor Delay	28	29	-	-
Significant Delay	7	3	-	-
Closed	1	-	-	-
Total Deliverables	175 (176)	175	-	-

% of on target / completed deliverables, by Quarter, 2019/20 – 2024/25



Key Achievements (Individual ADP milestone references shown in brackets)

- Positive feedback received from General Dental Council in relation to NES's role supporting the RCSEd Diploma in Orthodontic Therapy Programme (Ref **4526**)
- 94 learners undertaking Modern Apprenticeship in Dental Nursing – Target = 75 (Ref **4528**)
- Multiple webinars / learning sessions delivered as part of NES's national role supporting awareness raising of the UN Convention of the Rights of the Child (Scotland) Act (Ref **4698**).
- Improvement on Medical Training Grade establishment headcount for 2024 (2024 = 94.4% fill rate in comparison to 93.5% in 2023) (Ref **4289**)
- Positive feedback received for the Remote & Rural Credential programme in helping to ensure rural doctors are equipped for their role in unscheduled and urgent care provision. (Ref **4312**)
- Over 1,100 responses received to the 2024 NES Stakeholder Survey (Ref **4611**)
- Specialist Lead (Health Inequalities) post recruited to during Quarter 2 – to support cross-organisational consideration of health inequalities and associated learning materials (Ref **4723**)
- NES Psychology education and training across a range of multidisciplinary, multisectoral areas (eLearning resources / delivery) has been accessed / delivered over 85,000 times during Quarters 1 and 2 (Ref **4655**)
- Successful live test of Digital Dermatology solution as part of NES's technology support to the Accelerated National Innovation Adoption programme (Ref **4570**)

Delays and associated impact

Of the 3 red and 29 amber deliverables identified at 2024/25 Q2, the majority have mitigating actions in place. Progress in Quarter 3 aims to bring the majority of deliverables back on track with minimal impact.

Corporate Risks Affecting Delivery

The three red deliverables reported have been reviewed against the NES Corporate Risk Register. Delays can be broadly aligned with the impact of ongoing financial pressures (SR9) and staff resourcing (SR13).

3 Red Deliverables

Issues / Mitigating Actions

TURAS Refresh project behind schedule as a result of awaited Scottish Government (SG) feedback on Outline Business Case. Work continues to progress in other areas of the project however deliverable projected to remain Red at Q3.

Delays to development of Infection Prevention and Control Education Strategy. Q1 / Q2 milestones behind schedule due to internal workforce capacity issues. Mitigating actions in place.

Delays to work supporting the implementation of the Recommended Summary Plan for Emergency Care and Treatment (ReSPECT) on the National Digital Platform (NDP) due to pending SG decision regarding future ReSPECT rollout.

Decision outwith NES's control. Q3 / Q4 milestones to be updated to reflect intended activity for remainder of 2023/24 year.

29 Amber Deliverables - overview

Issues / Decisions outwith NES's control

Funding	delays in confirmation of SG funding which impacts NES's ability to deliver planned milestones (including delays to recruitment)
External factors	other external circumstances / factors e.g. contractor going into administration, faculty / subject matter expert availability, low demand for courses, shift in national landscape
New work	new in-year SG commissions

Issues / Decisions within NES

Capacity	capacity constraints / internal workforce issues e.g. extended staff absence
Technical issues	technical complexities associated with individual deliverables
Planning	individual aspects of a milestone taking longer than originally expected/planned

29 Amber Deliverables - overview

Mitigating actions

Ongoing communication / discussions with SG colleagues to gain clarity re funding delays or changes to commissions

Development of timelines / delivery plans following receipt of delayed funding

Development of revised milestones for Q3 / Q4 to reflect updated position (if appropriate)

Focused work / planning in Q3 to bring deliverables back on track (within NES and / or with partners and stakeholders as appropriate)

Increased delivery of education and training / CPD during Q3 and Q4

Cross-directorate engagement within NES to ensure internal deliverables remain on track

NHS Education for Scotland

NES/24/81

Agenda Item: 9d

Date of meeting: 21 November 2024

Public Board Meeting

1. Title of Paper

- 1.1. Quarter 1 Strategic Key Performance Indicators: Board Performance Report 2024-25

2. Author(s) of Paper

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

3. Lead Director(s)

- 3.1. Christina Bichan, Director of Planning and Performance

4. Situation/Purpose of paper

- 4.1. This first quarterly performance report to the Board for 2024-2025 presents the data available in the current phase of implementation of the Board's new balanced scorecard approach.
- 4.2. The Board is asked to review and approve this report.

5. Background and Governance Route to Meeting

- 5.1. This paper represents the fifth time the Board has received a report on performance against the strategic KPIs approved alongside the NES Corporate Strategy in May 2023. Performance Reports will continue to be presented to the Board on a quarterly basis.
- 5.2. The current report has been scrutinised in detail by the appropriate standing Committees of the Board. This is the first time that Committees have had the

opportunity to scrutinise the report before it is presented to the Board.
 Details of comments made by Committees can be found in section 6.1.

6. Assessment/Key Issues

6.1. Feedback from Board Committees

6.1.1. Staff Governance Committee 22 August 2024

(From unapproved minutes): The Staff Governance Committee noted the performance data in Appendices 2 and 3 of the report and confirmed it provided assurance.

6.1.2. Technology and Innovation Committee 27 August 2024

(From unapproved minutes): The Committee noted the report.

6.1.3. Education and Quality Committee 12 September 2024

(From unapproved minutes): The Committee noted huge improvement in the report, the data is more comprehensive and allows for greater discussion on performance. The Committee confirmed that the report provided the necessary assurance.

6.1.4. The EQC requested the following changes:

- SKPI13a (Medical Funded trainee placements – fill rate) should be changed from fill rate to vacancy rate.
- SKPI14a (Medical Funded trainee placements – completion rate) should use the data from the number of trainees who did not receive an outcome 1 or 6 in their Annual Review of Competence Progression (ARCP).
- SKPI13b and SKPI14b should also change so Medical and Dental are aligned.

6.1.5. These changes have been made to the 2024-25 Quarter 2 report.

6.1.6. The following updates were also provided to the Committee. The Committee have considered the updates, noted progress and made recommendations.

SKPI	Topic	Status	
SKPI11	% of learners that tell us their education & training will improve their practice	Across NES, different questions are currently used in evaluations. The following are provided as examples. Work is needed in order for questions to be standardised where appropriate:	
		Proportion agreeing the programme prepared them for practice	98%
		Proportion agreeing the programme was relevant for practice in Scotland	97%

SKPI	Topic	Status								
		<table border="1"> <tr> <td>Proportion reporting the case studies provided as part of NES virtual discussion groups were useful for developing required knowledge and skills.</td> <td>83%</td> </tr> <tr> <td>Proportion reporting the clinical simulation training events offered in the programme were useful for developing required knowledge and skills.</td> <td>90%</td> </tr> </table>	Proportion reporting the case studies provided as part of NES virtual discussion groups were useful for developing required knowledge and skills.	83%	Proportion reporting the clinical simulation training events offered in the programme were useful for developing required knowledge and skills.	90%				
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SKPI12	% of learners who score their learning experience as 80% or above	<p>Comment as SKPI11:</p> <table border="1"> <tr> <td>Proportion strongly agreeing or agreeing that the learning outcomes for the event were met</td> <td>100%</td> </tr> <tr> <td>Proportion who would recommend this learning event to a colleague</td> <td>98%</td> </tr> </table>	Proportion strongly agreeing or agreeing that the learning outcomes for the event were met	100%	Proportion who would recommend this learning event to a colleague	98%				
Proportion strongly agreeing or agreeing that the learning outcomes for the event were met	100%									
Proportion who would recommend this learning event to a colleague	98%									
SKPI16	Clinical Training Environment	<p>Comment as SKPI11, 12:</p> <table border="1"> <tr> <td>Proportion who would recommend their EL site to a peer</td> <td>94%</td> </tr> <tr> <td>Proportion who rated their EL placement as good or excellent</td> <td>90%</td> </tr> <tr> <td>Proportion who rated their training site as good or excellent.</td> <td>91%</td> </tr> <tr> <td>Proportion who would recommend their training site to a fellow trainee.</td> <td>93%</td> </tr> </table>	Proportion who would recommend their EL site to a peer	94%	Proportion who rated their EL placement as good or excellent	90%	Proportion who rated their training site as good or excellent.	91%	Proportion who would recommend their training site to a fellow trainee.	93%
Proportion who would recommend their EL site to a peer	94%									
Proportion who rated their EL placement as good or excellent	90%									
Proportion who rated their training site as good or excellent.	91%									
Proportion who would recommend their training site to a fellow trainee.	93%									
SKPI18	<p>Uptake of learning products by sector as % of total reach</p> <p>Proposal: Future reports amended to include only 3 sectors – Public, Private and Third Sectors as opposed to referring to a number of different sectors.</p> <p>Proposal: Initial reporting by number rather than percentage.</p>	<p>Agreement required re usefulness of measure and definitions.</p>								
SKPI19	% of learners and trainees from the 20% most deprived data zones in Scotland (SIMD)	<p>Current limitations of data collection methods for learners does not allow for reporting of data of this nature. Alternatives such as utilisation of workplace location are feasible but would not fulfil the purpose of this metric in widening access and reducing inequalities. Further consideration will be given to how data collection and reporting can be built into future system developments as part of developing our learning infrastructure</p>								

SKPI20	<p>% of learners and trainees by protected characteristics as compared to population of Scotland</p>	<p>Responses from 60 learning products / areas as to whether this data collected or not.</p> <table border="1" data-bbox="850 338 1433 757"> <thead> <tr> <th>Data</th> <th>responses</th> </tr> </thead> <tbody> <tr> <td>age</td> <td>19</td> </tr> <tr> <td>gender reassignment</td> <td>3</td> </tr> <tr> <td>Marriage/Civil Partnership</td> <td>5</td> </tr> <tr> <td>Pregnancy/ maternity leave</td> <td>1</td> </tr> <tr> <td>disability</td> <td>23</td> </tr> <tr> <td>race/ethnicity</td> <td>21</td> </tr> <tr> <td>religion/belief</td> <td>15</td> </tr> <tr> <td>sex / gender</td> <td>23</td> </tr> <tr> <td>sexual orientation</td> <td>18</td> </tr> </tbody> </table> <p>Discussion needed re what PCs to collect and why.</p>	Data	responses	age	19	gender reassignment	3	Marriage/Civil Partnership	5	Pregnancy/ maternity leave	1	disability	23	race/ethnicity	21	religion/belief	15	sex / gender	23	sexual orientation	18
Data	responses																					
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KPI21a	<p>% of learning products which include sustainability</p> <p>Short-term proposal: report on progress of take-up of National Climate Change & Sustainability module.</p>	<p>The National Climate Change & Sustainability module was developed by NSS and launched for NES staff in July 2024. As at 15/07 the module had been completed by 63 members of NES staff.</p>																				
SKPI27	<p>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</p> <p>Change suggested to: Number of new and/or revised NES education resources or activities (See educational archetypes) that can demonstrate one of the levels of involvement of people with lived or living experience in their development.</p>	<p>Meaning of the measure has been clarified. Data will be reported in first quarter following launch of the Involving People and Communities Framework.</p>																				

6.1.4 Audit and Risk Committee 03 October 2024
(From unapproved minutes): The ARC noted the report.

6.2. Overall findings

This 2024-25 Quarter 1 report gives data on 39 strategic KPIs. In summary, RAG status is as follows:

Green	Amber	Red	Currently no RAG parameters
23	4	4	8

6.2.1. Red

SKPI07a	% of disabled staff
SKPI13a	Medical Funded trainee placements - Fill rate
SKPI13b	Dental Funded trainee placements - Fill rate
SKPI22	Net Promoter Score

6.2.2. Comments on Red RAG ratings:

- 07a – Annual measure, no change from previous update.
- 13a - This data includes round 1 and round 2 recruitment. This year there were a total of 67 programmes recruited to. 19 of the 67 programmes had a fill rate of <85% of which 7 of the programmes were very small with only 1 or 2 posts which may skew the data.
- 13b –Pre-registration dental nurses is the only programme filled less than 85%.
- 22 – Six-monthly measure, no change from previous update.

6.2.3. Amber

SKPI04	Vacancy rate
SKPI06c	Ethnicity pay equality
SKPI29	School-based pilot pathway
SKPI38	Number of unplanned outages to NES systems (internal and external)

6.2.4. Comments on Amber RAG ratings:

- 04 - In March 2024, the number of vacancies fell by 61% 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. By June 2024, the number of vacancies advertised increased to 51, showing a partial recovery but

still reflecting the impact of ongoing funding issues. This is the second time this metric has been reported, and the RAG status ranges were set based on trend data. The SGC will continue to monitor this metric and adjust the RAG status ranges if required.

- 06c - Annual measure, no change from previous update.
- 29 – The amber rating is based on the number of learners still involved in the pilot, which is currently approximately 25. Learners have withdrawn due to factors beyond NES or Academy team's control: satisfaction with the teaching and learning of the qualification, pressure of work from other subjects and personal reasons.
- 38 - The two outages were because of a technical issue and had limited impact on users of the systems. One was during weekend hours and the other was a period of 30mins. Neither impacted on clinical facing systems. This is within the acceptable level of tolerance for NES.

6.3. Progress on reporting

- SKPI08 (Staff Inclusion Score) has been reported for the first time this quarter.
- SKPI21 (sustainability and values-based products) has been split into two separate measures: SKPI21a (% of learning products which include sustainability) and SKPI21b (% of learning products which include value based health and social care). SKPI21b has been reported for the first time this quarter.
- SKPI23 (Number of education, research and strategic collaborations) has been reported for the first time this quarter.

6.4. Measures not yet reported

6.4.1. A number of strategic KPIs have not yet been reported. The majority of these have been allocated to the Education and Quality Committee and focus on the quality of the education being offered by NES. They are discussed above under 6.1.3:

- SKPI11 (improvement in practice)
- SKPI12 (learning experience)
- SKPI16 (clinical learning environment)
- SKPI18 (uptake of learning products by sector)
- SKPI19 (SIMD)
- SKPI20 (protected characteristics)
- SKPI21a (% of learning products which include sustainability)
- SKPI27 (lived experience).

- 6.5. NES continues to pursue development of SKPI data collection and reporting capabilities in the short-term while simultaneously addressing some of the structural challenges that continue to impact on the scope and consistency of data collection, data quality and comprehensive reporting. This is primarily through the implementation of the NES Learning and Education Strategy, associated Corporate Improvement Programmes and TURAS Refresh, and is therefore a longer-term approach.
- 6.6. Work is also ongoing on the data collection and analysis for the remaining three SKPIs.
- SKPI09 (accesses to learning products)
 - SKPI10 (staff accessing learning products)
 - SKPI26 (learner confidence)

7. Recommendations

- 7.1. Measures in this report have been scrutinised by the appropriate Committees and the Board is asked to review and approve this report.
-

a) Have Educational implications been considered?

- Yes
 No

b) Is there a budget allocated for this work?

- Yes
 No

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

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

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

- Yes
 No

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

- Yes
 No

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

Yes

No

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

Yes

No

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

Yes

No

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Date: November 2024

NES

NHS EDUCATION FOR SCOTLAND - BALANCED BUSINESS SCORECARD



Quarterly Progress		
Highlights	Key challenges	Actions for next quarter
<ul style="list-style-type: none"> * An increasing number of KPIs have been reported for the first time. * All measures within the People and Performance areas are now being reported. * Some time-bound measures (e.g. SKPI25) have reached a natural end and alternative measures are being developed. 	<ul style="list-style-type: none"> * Some measures originally scheduled to be reported prior to now have not been reported. Information is available in the data narrative for each individual KPI. Work ongoing via EQC and EQC sub-group. 	<ul style="list-style-type: none"> * Continue to develop measures, and data collection and analysis methods, for KPIs which have not yet been reported. * Provide short-term and longer-term measures for Board approval.

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	84	85	Qtr 1 - 2024/25		↔	Annually	The overall iMatter survey Employee Engagement Index in 2024 was 84. This is a reduction of 1 index point from 2023 when the EEI was 85.	The EEI score has reduced in 2024 by 1 point from 2023. There has been an increase in the number of staff being sent the survey (up by 20) and overall, 4 more surveys were completed in 2024. Considering the fiscal climate this year and decisions that had to be made staff engagement within NES has remained high. National data will be available in November when the national iMatter report is published.	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	81	83	Qtr 1 - 2024/25		↑	Annually	The proportion of staff reporting sufficient time and resources for their learning and growth reduced in the iMatter 2024 survey to 81 (vs 83 in 2023)	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 can apply for funding from the Capabilities Fund. A Protected Learning Time policy is in development within NES to ensure that staff are given time to undertake learning for their role.	Staff Governance Committee	Tracey Ashworth Davies	<70%	70-79%	80%+
SKPI03	Staff retention rate (voluntary leavers)	94.5%	93.3%	Qtr 1 - 2024/25		↔	Quarterly	The staff retention rate data shows a positive trend, with the most recent performance at 95.4% (as at Q1 2024/25), higher than the last reported performance of 93.3% (as at Q4 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 Q1 2024/25 is encouraging.	Staff Governance Committee	Tracey Ashworth Davies	<80%	80-84%	85%+
SKPI04	Vacancy Rate	51	33	Qtr 1 - 2024/25		↓	Quarterly	This metric provides the number of vacancies advertised in the period. In Q1 2024/25, 51 vacancies were advertised compared to 33 during Q4 2023/24.	In March 2024, the number of vacancies fell by 61% 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. By June 2024, the number of vacancies advertised increased to 51, showing a partial recovery but still reflecting the impact of ongoing funding issues.	Staff Governance Committee	Tracey Ashworth Davies	>100	100-30	<30
SKPI05	Sickness Absence Rate	2.37%	3.27%	Qtr 1 - 2024/25		↔	Quarterly	The sickness absence rate data indicates a decrease in the sickness absence rate to 2.37% (as at Q1 2024/25) compared to 3.27% (as at Q4 2023/24).	In Q1, the top three reasons for absences were recorded as anxiety/stress/depression, cold/cough/ flu and Other unknown causes. As of April 2024, NHS Scotland comparator boards such as NSS, HIS and PHS have an average sickness absence rate of 4.18%, 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	4.30%	2.70%	Qtr 4 - 2023/24		↓	Annually	The updated pay gap calculations include all NES staff, including Core Staff and Doctors and Dentists in training, as of March 2024: - The gender pay gap is 4.30%, an increase from 2.70% in 2023 but lower than in 2022 at 5.4%. - The pay gap for disabled staff is 6.36% which is lower than 2023 and 2022. - The pay gap for minority ethnic staff is 9.50%, lower than in 2023 and similar to the 2022 figure (9.50%)	The gender pay gap has increased from 2023 while the disability and ethnicity pay gap has a decreasing trajectory. The data suggests this is due to male appointments into senior roles on AfC pay scales in NTS and Learning and Innovation Directorate. The full employment equality monitoring report will be presented to the Staff Governance Committee in August and will provide further context to this data.	Staff Governance Committee	Tracey Ashworth Davies/Karen Wilson	>10%	5-10%	<5%
SKPI06b	Disability pay equality	6.36%	9.19%	Qtr 4 - 2023/24		↓				Staff Governance Committee	Tracey Ashworth Davies/Karen Wilson	>16%	10-16%	<10%
SKPI06c	Ethnicity pay equality	9.50%	11.11%	Qtr 4 - 2023/24		↓				Staff Governance Committee	Tracey Ashworth Davies/Karen Wilson	>12%	10-12%	<10%
SKPI07a	% of disabled staff	3.8%	3.7%	Qtr 4 - 2023/24		↑	Annually	This data is based on NES Core Staff up to March 2024. The data in relation to disability and staff from a minority ethnic background is relatively stable. There has been an increase in LGB staff.	Staff will be asked to update their equality and diversity information in 2024 but NES (and other Boards) are waiting on the national system being amended to allow individuals to amend their personal details. This will hopefully improve the accuracy of our data, particularly around disability where our disclosure is low compared to national statistics.	Staff Governance Committee	Tracey Ashworth Davies	<5%	5-10%	>10%
SKPI07b	% of Minority Ethnic staff	5.3%	5.4%	Qtr 4 - 2023/24		↑				Staff Governance Committee	Tracey Ashworth Davies	<2%	2-4%	>4%
SKPI07c	% of LGB staff	5.4%	4.6%	Qtr 4 - 2023/24		<->				Staff Governance Committee	Tracey Ashworth Davies	<2%	2-3%	>3%
SKPI08	Staff Inclusion Score (WAS: % of staff who experience NES as an inclusive organisation)	3.82	No Data	Qtr 1 - 2024/25		↑	Biannually	This is a new NES Staff survey based on 7 statements (1=Strongly Disagree to 5=Strongly Agree) as indicators for inclusion. 417 staff responded to the survey and demographic information was requested in order to identify any differences in responses across characteristics in the workforce.	The average score from the survey is 3.8. The lowest score was on 'I feel welcome to express my true feelings at work (3.67) and the highest was 'I am treated as a valuable member of NES' at 3.94. As well as responding to statements, staff could provide any further comments on inclusion in NES. One of the main themes was the issue of uncertainty over FTC and the impact this has on staff. A working group is developing communication to staff and the next survey will be issued in November.	Staff Governance Committee	Tracey Ashworth Davies	<2	2.5-3.5	>3.5

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	28%	5%	Qtr 1 - 2024/25		↓	Quarterly	This data includes round 1 and round 2 recruitment. This year there were a total of 67 programmes recruited to. 19 of the 67 programmes had a fill rate of <85% of which 7 of the programmes were very small with only 1 or 2 posts which may skew the data.	We will seek to understand why the larger programmes such as geriatrics, ST4 emergency medicine, intensive care medicine and medical and clinical oncology have a <85% fill rate. Overall recruitment was 1040 out of 1107 posts filled (94%) starting in August.	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	0.0%	5%	Qtr 1 - 2024/25		↓	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)	3.7%	No Data	Qtr 1 - 2024/25		↔	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)	3.9%	9.0%	Qtr 1 - 2024/25		↔	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	79.3%	78.6%	Qtr 1 - 2024/25		↑	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. Scottish Training Survey data now available for overall satisfaction by board to aid discussions and action planning.	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	174999	163306	Qtr 1 - 2024/25		↑	Quarterly	In Q1 2024/25 the number of engaged sessions increased to 174,999.	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			
SKPI21a	% of learning products which include sustainability	No Data	No Data			-			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			
SKPI21b	% of learning products which include value based health and social care	5	No Data	Qtr 1 - 2024/25		↑	Quarterly	Total number of NES learning products dedicated to VBH&C currently available on TURAS.	2024-25 Quarters 1 and 2 - reporting number of learning products dedicated to VBH&C. From 2024-25 Quarter 3, number of NES learning resources which include VBH&C over number of resources in the NES prospectus.	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	12	No Data	Qtr 1 - 2024/25		-		Collaborations with national partners for delivery of education for H&SC = 10, collaboration for delivery of learning and education research = 2	Cumulative activity and strengthening collaborative activity is informing understanding of enhanced opportunity	Education & Quality Committee	Kevin Kelman			
SKPI24	Number of innovation initiatives invested in, including in collaboration with other stakeholder organisations	14	11	Qtr 1 - 2024/25		-	Quarterly	Innovation Reference Group activity, complemented by Learning & Education Reference Group activity is informing the approach to strategic development clusters, sharing intelligence and anticipating productive networking opportunities across all NES directorates	Cumulative activity increasing NES function/potential with key partners, growing collaboration activity; Specific activity with Digital Health and Care Innovation Centre focus on Extended Reality and immersive simulation in Mental Health education; 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 1 - 2024/25		-	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%	100%	Qtr 1 - 2024/25		↔		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	25	35	Qtr 1 - 2024/25		↔	Quarterly	25 learners are expected to complete the pilot, subject to final resulting with colleges involved. SDS evaluation of the pilot will be published in September 2024, following evaluation exercise over the summer	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	40	10	Qtr 1 - 2024/25		↑	Quarterly	Includes 10 programmes 3rd party credit rated and 'owned' by NES; and 30 externally owned and credit rated (by SQA) but delivered by NES.	Will continue to monitor this 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	23%	194%	Qtr 1 - 2024/25		-	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	n/a	70%	Qtr 1 - 2024/25		-	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%	75%	Qtr 1 - 2024/25		↑	Quarterly	Four 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)	23.98	13.04	Qtr 1 - 2024/25		-	Quarterly	Air 16.87 tCO2e; Rail 2.79 tCO2e; Hotel 4.32 tCO2e	Continue to monitor	Audit & Risk Committee	Jim Boyle	Red	Yellow	Green
SKPI36	Projected variance of budgeting within 0.5% at year end	0.06%	0.05%	Qtr 1 - 2024/25		-	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	0	Qtr 1 - 2024/25		↔	Quarterly	Over the last 9 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)	2	0	Qtr 1 - 2024/25		↓	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	92%	85%	Qtr 1 - 2024/25		↔	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	20%	16%	Qtr 1 - 2024/25		↓	Quarterly	% of deliverables which are delayed at Quarter end (% Red and Amber).	2024/25 delivery is currently at 80% completed / on track. Mitigating actions are in place for Red / Amber deliverables and progress will continue to be monitored. Support will be provided to directorates during the Quarter 2 reporting window as required.	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 1 - 2024/25		↓	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 LGB staff	The percentage of staff in the NES core workforce who are LGB	
SKPI08	Staff Inclusion Score (WAS: % 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%	<ul style="list-style-type: none"> •Pre-reg dental nurse programme •Orthodontic therapy •Post-reg programmes •Vocational Training •DCT 1,2,3 •Specialty training
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.	NES core staff
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		
SKPI21a	% of learning products which include sustainability		
SKPI21b	% of learning products which include value based health and social care	First 6 months - number of learning products dedicated to VBH&C. From 2024-25 Quarter 3, number of NES learning products which include VBH&C over number of resources in the NES prospectus.	

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	<p>Delivery of a baseline report including number of innovation workstream activities developed or in development categorised by</p> <ul style="list-style-type: none"> • Innovation partnership activity (eg ANIA/CSO/CEP) • Collaborative strategic partnerships with external stakeholders (eg DHI/NMIS) • Workforce diversification activity established or establishing (eg MAPs, OMFS, ODP GA) <p>Report cumulative as year proceeds, and inclusive of measurable outputs as applicable for individual workstream activity</p>	
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:	
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	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	
SKPI28	% of technology, data and digital developments which are shaped by staff, learner and partners feedback		
SKPI29	Number of young people participating on a school-based pilot pathway	Number of young people participating on a school-based pilot pathway	
SKPI30	Number of NES programmes of education and training which are SCQF credit rated	Number of programmes which are delivered by NES and are SCQF credit rated	Excluding: programmes funded by NES but developed and delivered by other organisations
SKPI31	Achievement of agreed savings % against annual budget	Value of savings that are generated through agreed schemes	Excluding: Non realisable procurement savings
SKPI32	% of audit actions which are completed within agreed timescale	% of audit actions arising from internal audits which are completed within the timescale agreed with the Audit and Risk Committee	
SKPI33	Benefits realisation/ ROI from corporate change activities	Total amount of savings achieved vs total amount of savings in financial plan	
SKPI34	CO2 emissions (estates)	tons of CO2 produced by NES estates	
SKPI35	CO2 emissions (staff and business travel)	tons of CO2 produced by NES staff during travel by air and rail	Excluding: trainees, car travel
SKPI36	Projected variance of budgeting within 0.5% at year end	Value of year end under/overspend as a percentage of anticipated total core revenue funding	Only includes core revenue
SKPI37	Number of complaints or concerns upheld and partially upheld	Stage 2 complaints - those reported to and investigated by the corporate complaints team.	Excluding whistleblowing concerns and Stage 1 complaints investigated at the front line.
SKPI38	Number of unplanned outages to NES systems (internal and external)	Number of unplanned outages as defined in NIS Audit report	systems not delivered or supported by NES
SKPI39	% NIS Audit Compliance Score for Cybersecurity	as defined in NIS Audit report	
SKPI40	% RAG status for delivery against Annual Delivery Plan	Of the total number of deliverables within the NES Annual Delivery Plan for the year of reporting, the % that are delayed, demonstrated by having a red or amber status at the time of reporting.	Excluding: deliverables with a green or blue status.
SKPI41	Adverse events: Number of Category 1 Information Governance events and events requiring reporting under RIDDOR	Number of Category 1 Information Governance events and RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) events.	Category 2 etc. IG events

NHS Education for Scotland

NES/24/82

Agenda Item: 10a

Date of meeting 21 November 2024

Public Board

1. Title of Paper

1.1. Equality and Diversity Outcomes Mid-Year Report

2. Author(s) of Paper

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

3. Lead Director(s)

3.1. Christina Bichan, Director of Planning and Performance

4. Situation/Purpose of paper

4.1. The Board is asked to note and approve this mid-year report. This includes progress on NES's Equality Outcomes since the end of-year report to the Board on 23 May 2024 and activities to progress equality, diversity and inclusion in NES. It sets out the approach for NES to meet policy and legislative requirements in relation to equality, diversity and inclusion by April 2025.

5. Background and Governance Route to Meeting

5.1. The Board is provided with mid-year progress reports on NES's equality work. The report has been informed by mid-year reports approved by the Education and Quality Committee on 12th September and the Staff Governance Committee on 7 November. Quorate approval by correspondence was provided by the Technology and Information Committee.

6. Assessment/Key Issues

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

- 6.1. Progress on NES's equality outcomes and equality, diversity and inclusion activities are set out in Annex A.
- 6.2. In response to feedback from the Board, the RAG status on disability in the workforce has been reviewed. It is proposed that the RAG status is changed to reflect the most recent estimates on disability in the working age population. Further detail is provided in Annex A.
- 6.3. NES has legislative requirements to produce a report on progress with the current set of equality outcomes and how equality has been mainstreamed by April 2025. The regular reports to NES Committees and the Board over the period April 2021-2025 will inform this final published progress report. It is an opportunity for reflection on what has been achieved and any key learning points. NES is required as part of this report, to say how it has mainstreamed the Equality Duty into its work.
- 6.4. An organisation's equality outcomes can potentially be the most impactful way that it can progress equality, tackle discrimination and harassment and promote good relations between different groups. A new set of equality outcomes informed by evidence are in draft for wider staff and stakeholder engagement over quarter 3 (October-December 24).
- 6.5. As well as legislative requirements, NES is required to produce an anti-racism action plan. Work is progressing to shape the plan, involving our under-represented minority ethnic staff network, trainees, the wider NES workforce and stakeholders. In line with the Scottish Government guidance, the plan will cover the two pillars of workforce, culture and wellbeing and equity-focused service delivery.
- 6.6. This work will be brought together into an equality, diversity and inclusion strategy for NES. The EDI strategy and action plan will bring together various strands of work including our work as inclusive employer and training provider, legislative and policy drivers and work to address health inequalities.
- 6.7. Engagement on the strategy and anti-racism plan will continue during November and December. The relevant Committees will be given the opportunity to discuss and approve both the retrospective report and the proposed new EDI strategy and anti-racism action plan in advance of the Board being asked to approve these publications at its March 2025 meeting.

7. Recommendations

- 7.1. Note and approve progress on NES's Equality Outcomes and activities since the Board's last update in May 2024.
- 7.2. Approve the proposed change in RAG status for the strategic KPI on disability in the NES workforce.
- 7.3. Note progress towards meeting NES's statutory requirements including an equality, diversity and inclusion strategy and anti-racism plan by April 2024.

Author to complete checklist.

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

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

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

Yes

No

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

Yes

No

Katy Hetherington
November 2024
NES

Annex A: Equality and Diversity Mid-Year Report

1. Progress towards NES's Equality Outcomes

The Board is provided with an update on progress with the NES Equality Outcomes.

Outcome 1: Our support for youth employment with a particular focus on engagement and supporting transitions from school, college and university for those further from the labour market or more likely to experience barriers to full employment: young people who are care-experienced, disabled, or from Black and minority ethnic or socio-economically disadvantaged communities.

This outcome covers a range of work in NES and predates the establishment of the NHS Scotland Academy, our Widening Access Framework and our Anchors Strategic Plan. In the final progress report on NES's 2021-2025 Equality Outcomes (due by April 2025), it will be recognised that action specifically on these population groups and data to measure this outcome has been a challenge.

The Youth Academy's work is continuing to address the challenges around supporting young people to progress into careers in health and care. The Pathway Pilot qualification is now reaching completion and a full evaluation report will be produced by Skills Development Scotland, with input from Youth Academy staff later in 2024. The Academy has recruited three Senior Specialist Leads to help address the continuing fall in Scottish-domiciled young people applying for undergraduate Medicine. These posts will include a substantial element of working on widening access/participation work, understanding the barriers to medicine for some young people and working collaboratively with universities, local authorities and other partners to address these. A workplan is being developed for completion by 30 November 2024. An Equality Impact Assessment on the Youth Academy's work is in progress which will identify opportunities to progress equality for the population groups identified in this equality outcome.

The NES Anchors Strategic Plan is being updated following feedback from Scottish Government and to ensure it suitably reflects all the activity being taken forward by NES in support of its role as an Anchor Institution. We have senior leadership chairing national fora, extensive involvement in all three national Anchor Task and Finish groups, a key role in data creation and reporting, as well contributions from a wide range of workstreams and initiatives spread across all NES Directorates. The updated version of the Plan was presented to the NES Board in September 2024.

Additionally, our performance against the national Anchors Metrics was reported to Scottish Government for the first time in 2024, with our submission demonstrating our commitment to consider and target a range of groups during our recruitment including those in Black and Minority Ethnic Groups and those living in the 20% most deprived areas.

Outcome 2: The proportion of refugee health professionals achieving professional registration and the number of international recruits attracted and supported into NHS Scotland is increased.

The Centre for Workforce Supply (Health) continues to work with Scottish Government funded International Recruitment (IR) Leads at Boards to centrally coordinate and accelerate international recruitment in line with Scottish Government targets and associated funding. Over the previous three financial years, the number of internationally educated nurses, midwives and Allied Health Professionals joining NHS Scotland has grown. The team has recently launched [CWS Medical Network Resources Hub on TURAS](#) and two guides to support international medical graduates:

- [International Medical Graduates NHS 2024 Guide \(Doctors guide\)](#)
- [Welcoming International Medical Graduates – NHS Managers Guide 2024](#)

The Centre for Workforce Supply (Social Care) has developed a TURAS site including an employer's resource and a candidate's resource. The team amended these resources and developed a [TURAS site](#) for employers that want to employ refugees and asylum seekers.

NHS Scotland Academy continues to support internationally educated nurses and midwives newly recruited to NHS Scotland through the delivery of NMC OSCE Preparation digital resources, developed to support international recruits pass a Nursing and Midwifery Council (NMC) Examination as part of the registration process to work independently in the UK. One thousand two hundred and sixty-six (1266) learners from NHS Boards across Scotland have used the NHS Scotland Academy resources for OSCE preparation. Five hundred and twelve (512) existing NHS staff have used the Educators' resources designed to help them support their recruits through the process. One thousand five hundred and ninety-nine (1599) staff across health and social care in Scotland have utilised the Cultural Humility digital learning resource, designed to support the development of positive cultural humility values, attitudes and behaviours in the health and social care workforce in Scotland. This is an important introductory learning resource for building a culturally humble workforce.

NES continues to work with the Scottish Refugee Council and partners (SSSC, NHS Scotland Academy, College Development Network, Open University, Skills Development Scotland, Princes Trust, Public Health Scotland, Improvement Service and DWP) to look at 'Employment and Education Opportunities for Refugees and Asylum Seekers'. NES's Director of Social Care presented to the Anchors Workforce National Group to explore whether this work could be incorporated as part of this group's work.

Previously NES supported the refugee doctor scheme but this is now commissioned directly from Scottish Government to The Bridges Project.

Outcome 3: NES contributes towards reducing the UK-wide attainment gap for medical trainees from Black and Minority Ethnic backgrounds and International Medical Graduates by designing and monitoring evidence-informed activities.

The Advancing Equity in Medical Education Steering Group (AEMEG) continues to meet regularly to plan and deliver specific interventions that aim to address differential attainment that exists in postgraduate medical education and training. The core group has recently completed the 2024 General Medical Council annual

submission and this was received positively at the annual meeting with the GMC in September.

The following is an update on work since the committee's end of year report in May 2024 and also includes future planned activity:

- The WINS (Welcoming International Medical Graduates new to Scotland) programme has recently been delivered in three face-to-face sessions across Scotland. WINS builds on the previous success of the IMG induction and the STEP programme. Evaluation for improvements for the February in take is being undertaken. There have also been pre-induction webinars for IMGs.
- A Reciprocal Mentoring Scheme began as a pilot in September 2023 following training for all participants. This is progressing well with regular drop-in sessions available for participants with the Equality, Diversity and Inclusion Associate Postgraduate Dean. The full 12-month cycle will complete in Autumn 2024 and a qualitative evaluation will be completed in the following 6-12 months.
- New questions have been added to the Scottish Trainee Survey (STS) to ask doctors in training about their experiences regarding discrimination. These questions are accompanied by advice about how to seek support for anyone affected by these issues. The Directorate data team have produced some initial heat maps based on responses and utility of these will be assessed prior to sharing with Speciality Training Boards and Directors of Medical Education.
- IMG lists shared with the Health Boards from August 2024 now identify GP trainees who are moving into their first post in a secondary care setting. This ensures that all IMGs receive enhanced board induction and support even if they are not in their first post within a programme. New functionality has recently been added to Turas Training Programme Management to identify trainees as IMGs. This will make producing information for Boards on their IMG trainees throughout the year easier and will also facilitate more accurate and timely reporting on this cohort. As the IMG status must be populated manually this will take some time to be fully completed.
- A further three training sessions on fairer feedback are planned for the next 12 months across Scotland. These will support trainers in having the correct tools and language to provide feedback across a range of cultures. The first of these is being planned for December 2024 in Aberdeen.
- A report of ARCP outcomes mapped to protected characteristics is being shared with Speciality Training Boards for the second year. For this year the reports will be accompanied by a proforma that the STB will have to complete, commenting on reasons for outliers in the data or areas where they feel AEMEG could support improvement.

Outcome 4: We will continue to enhance the inclusivity of education and training programmes for disabled learners in NHS Scotland through:

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

Guidance and support on the digital accessibility of online learning resources continues to be provided through the central digital learning teams within the Knowledge Management and Discovery Business Unit in NES, part of the NHS Scotland Academy, Learning and Innovation directorate. The Technology Enhanced

Learning (TEL) Team works collaboratively with educators and business support staff to explore approaches to digital learning that best support the wide range of learner audiences, and that will effectively meet learning outcomes. This team provides resources and guidance, bespoke support and facilitation of the NES TEL Knowledge Sharing Network. The eLearning Team provides advice and guidance to ensure that all NES eLearning modules meet the required accessibility standards and supports a network of staff across NES Directorates to build expertise and confidence in this area. All NES eLearning modules are tested by the central eLearning team before launch to ensure that the required standards are met.

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

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

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

The Senior Specialist Lead for Disability continues to deliver one-to-one support and case management for our staff and NES employed doctors and dentists in training (DDiT). There is high demand for this support and for advice to senior educators on adjustments. A network to support neurodivergent trainees has been established (named by the group as the 'neuro bureau'). This is referenced further under Outcome 6.

The Training Wellbeing and Development Service continues to support trainees progress with their learning and support appropriate career choices. This includes tailored person-centred services such as advice on wellbeing, careers and signposting to specialist services. Recent webinars from the Medical Directorate on neurodiversity have been uploaded to the Equality and Diversity Zone to provide learning to educators and increase understanding about neurodiversity in the workplace.

Outcome 5: We support and develop the knowledge and skills required by our educators and designers to support accessible and inclusive learning. This will focus on accessibility and inclusion, digital solutions to support learning, culture and anti-racism knowledge and skills.

The knowledge and skills of our educators is a key part of NES's Learning and Education Strategy. An Educator Capabilities Framework has been developed and the self-assessment was piloted as part of the personal development and review process. One of the core competencies within the framework is in relation to

Equality, Diversity and Inclusion. The feedback from the pilot is being considered for the Framework and the workstream will be working with Workforce Directorate colleagues to support implementation and support for line managers.

As referenced under Outcome 4, the Technology Enabled Learning Team continues to provide guidance and support to educators to consider accessibility, inclusion and digital solutions to support learners.

NES's Learning/Staff Networks Officer in the Equality and Diversity Team has recorded a [series of short videos](#) for Turas Learn on anti-racism. This is based on sessions delivered to NES line managers in 2023/24. As part of Black History Month in October, facilitated sessions using these resources have been offered to staff and this will continue in the coming months.

A session on 'Conscious Inclusion' was delivered to NES staff in June 2024 with a further session planned for November. A briefing from Central Legal Office on balancing gender critical and trans rights took place for HR and NES Educators in August 2024.

The [Equality and Diversity Zone](#) on Turas Learn has been refreshed to remove out of date content and improve the layout. As well as the new introductory anti-racism training resource, the team is working with stakeholders including NHS Staff disability networks, to develop a new training resource on neurodiversity this year. In the meantime, two webinars delivered by colleagues in Medical to increase understanding about neurodivergence are available on the Zone at [Disability and neurodiversity | Turas | Learn \(nhs.scot\)](#).

Outcome 6: Our approach to digital design enables and facilitates equality and equity of access using digital and technology through the pillars of accessibility, accommodation, acceptability, availability, and affordability.

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

Accessibility – Websites.

NES Technology Service has met the duty to publish accessibility statements. A programme of work is underway to update audits and publish statements to reflect the WCAG (Web Content Accessibility Guidelines) to the WCAG 2.2 standards which came into effect in late 2023. Work continues on a framework to meet the Public Sector standard of WCAG 2.1.

Following an update of our Careers website from the UK Government Office, minor changes are being made and on track for completion in December 2024.

Accessibility updates have been requested by Real Time Staffing and Appraisal and are being planned for next financial year.

Testing Framework

The capabilities of the framework contribute to equity in technology access, promoting digital inclusion, and highlight opportunities to remedy exclusion. NES

Technology Service has appointed a Head of Service – User-Centred Design to lead delivery of outcomes from testing. Testing features include:

- Inclusive test design covering a wide range of user scenarios and edge cases
- Cross-platform and cross-device testing
- Accessibility testing
- Equity in permissions and privileges
- Data checks for bias relating to age, gender, ethnicity, and other protected characteristics
- Learnability – the product is easy to learn to use for all users and groups
- Usability – the product is easy to use for all users and groups

EQIA

NES Technology has an integrated project initiation form to reflect impact assessment and information required to support technology design and delivery. The form includes the areas of Children's Rights, emerging technology like artificial intelligence, climate and sustainability. This work is being folded into a Quality Technology Practice covering and connected with wider NES EQIA and Quality Programme planning, enrichment and assurance.

An EQIA was co-produced with Health Improvement Scotland, Scottish Government, COSLA, Community and Third Sector partners on the Digital Front Door Programme. This is published on the Digital Health and Care [website](#) as a case study example of good practice in community engagement and using engagement to shape delivery.

Outcome 7: We contribute to the development of an inclusive and diverse workplace culture through our national leadership and management programmes for health and social care managers and leaders.

The Leading to Change team are continuing to promote the [Leading to Change Allyship Hub](#), which promotes learning resources and shares best-practice guidance and stories from across the sectors about how to be a good ally in the workplace. As part of this work, Leading to Change will be recording some podcasts with national leadership programmes alumni (including those with protected characteristics) about their experience pursuing leadership opportunities and any barriers they faced. The blog series and accompanying "Diversity Coffee Connect" events aim to highlight voices from across the sectors and offer the opportunity for discussion and reflection around topics connected to inclusion and diversity. A Diverse Leaders Programme, with an aim to enable and encourage diverse leaders at all levels to be identified and supported into more senior roles across health, social care and social work, has been developed. In the meantime, the Managers/Leaders section on the [Equality and Diversity Zone](#) has been reviewed and refreshed to help managers find relevant resources and specific training around equality, diversity and inclusion.

Outcome 8: NES is an inclusive employer, with:

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

Progress

A short staff survey was issued in May to measure perceptions of NES as an inclusive organisation. Over 400 staff responded to the survey and the average score from the survey was 3.82 (0 being lowest and 5 the highest). The survey will be issued twice each year and will be reported as part of the set of Strategic KPIs. The findings have been analysed by protected characteristic to identify any differences in inclusion and this is being shared with the staff networks. Those who declared a disability reported a slightly lower score than average while those from ethnic minority backgrounds and lesbian or gay staff reported a slightly higher score than average. Actions to address this include working with the Business Disability Forum to promote membership, services and resources for all staff. Training sessions open to all NHS staff are taking place in November and December, promoted by the NES Equality Team. The next survey will be issued by the end of 2024.

NES's staff networks continue to meet and will be involved in work on NES's anti-racism action plan and Equality, Diversity and Inclusion strategy. New chairs have been identified for the Under-represented ethnic minority and LGBT staff networks. A new peer network on neurodiversity for NES Doctors and Dentists in Training was established in the summer (the 'neuro-bureau') and has proved a successful way to provide support. Due to lack of capacity in the Equality Team during Q2, we have not been able to progress a staff network event to bring all the networks together. However, this will be considered in the team's planning for 2025/26.

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

NES's annual employment monitoring report was published on the NES website following approval from the Committee in August. This provides an overview of applications by protected characteristics and from application to appointment. There has been an increase in applications from candidates from Black, Asian and minority ethnic backgrounds over the last three years to 34.4% in 2023/2024 (24% in 2022/23; 20% in 2021/22). There is a differential likelihood of appointment relative to applicants from a White background. This may be due to work permits as 61% of applicants from Black and Minority Ethnic backgrounds advised that they required a work permit. This will be monitored. Applications from 16–24-year-olds has reduced to 4.6% (6.6% in 2022/23; 6.5% in 2021/22) and applications from disabled candidates has remained at 8% over the last two years (9% in 2021/22).

It is proposed that the RAG status for disability is amended to reflect the working age population statistics on disability. Currently the green status is set to >10% (NES's data is 3%) and it is proposed that this is changed to >20%. Data estimates the working age population to be around 1 in 5 in the population¹ with some reports estimating this to be nearly 1 in 4². Communication has been issued to all staff to update their equality and diversity information on the eESS system and has focused on improving information on disability.

¹ [Employment of disabled people 2022 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/employment-of-disabled-people-2022)

² [Disabled Employment in Scotland: Initial Findings | FAI \(fraserofallander.org\)](https://www.fraserofallander.org/research/disabled-employment-in-scotland)

Two Modern Apprentices have started their programme in NES and their induction has been supported by HR. There are currently no plans to extend the programme further.

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

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

There have been a variety of activities this financial year to support staff wellbeing. This has included:

- NES Menopause meet ups continue and guidance for line managers, including on reasonable adjustments is available.
- Promoting the new internal NES Wellbeing Matters Hub, a one stop shop for wellbeing resources. To date this has received 3246 views since its launch, of which 1470 accessed through the landing page, a positive engagement from our workforce.
- Launching internal NES Coaching for Wellbeing service, by a pool of NES qualified coaches. This enables staff to receive up to two hours of wellbeing coaching.
- Launching a new guided journaling monthly offering to staff with a theme to connect this to other wellbeing events. Two sessions have taken place to date.
- Facilitating live monthly events from external organisations such as Osteoporosis Lydia Plus Project, Breathing Space, Cycling Scotland, and Diabetes UK.
- Continuing to raise awareness for health promotion campaigns such as World Menopause Day, World Mental Health Day, National Fitness Day, Back Care Week, World Sepsis Day, World Suicide Prevention Day, Cycling to Work Day, Alcohol Awareness Week, Men's Health Week, Mental Health Awareness Week, and Stress Awareness Month.

2. Mainstreaming Outcomes

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

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

The NES Equality Team continue to offer regular EQIA drop-ins for staff. Due to staff absence in the Equality Team, we have not delivered EQIA training so far this year but plan to offer this in autumn/winter 2024. We have updated our guidance to reflect the UNCRC (Incorporation) (Scotland) Act 2024.

We continue to track EQIA activity in the organisation and publish these on our website. Further work is required to update our website with published EQIAs. This has not been progressed due to staff absence in the equality team.

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

The [Digital and Data Capability Framework | Turas | Learn](#) was launched in July. This framework has been created to support the development of digital capabilities for everyone working in health and social care in Scotland.

The new Thriving in a Digital Age Pathways were launched in September. The Explore pathway includes resources on recognising digital exclusion. The pathways are not specific to any profession, organisation or role and apply to the entire health and social care workforce in Scotland - NHS, Local Authorities, Health and Social Care Partnerships, Social Work, Social Care, Housing, Third and Independent Sectors, including managers, leaders, and those in strategic positions. [Thriving in a Digital Age Pathways | Turas | Learn](#)

This outcome is also relevant to Outcome 5 above.

3. Update on NES's Equality, Diversity and Inclusion Strategy and Anti-Racism Action Plan

The Board was updated on legislative requirements to meet the Public Sector Equality Duty at its end of year report in May 2024. Work is underway to publish by April 2025:

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

An Equality, Diversity and Inclusion (EDI) Strategy and Plan will set out how NES will meet its legislative requirements on the Public Sector and Fairer Scotland Equality Duties and how the plan will support NES achieve its strategic objectives. An anti-racism plan is in development which will link to the EDI Strategy. It is a requirement from Scottish Government that all NHS Boards will make progress on anti-racism and guidance has been issued to support the development of plans. Engagement with staff and trainees has been taking place this autumn to inform the plan.

The EDI strategy and anti-racism plan are scheduled for approval at the Board meeting in March 2025 following appropriate involvement of staff and stakeholders and scrutiny from relevant NES Committees.

Policy and Legislative Updates

A [statement](#) from the Cabinet Secretary was issued in September on racism as a public health issue and the need for all Boards to make more rapid progress in tackling the impact of racism on staff and patient experiences. [Guidance](#) was issued to Boards in September.

The Worker Protection (Amendment of Equality Act 2010) Act 2023 came into force on 26th October 2024. Employers are required to take 'reasonable steps' to prevent sexual harassment of employees. Such steps could include training for staff, up to date policies and ensuring effective reporting procedures. There is a new e-learning module on sexual harassment available on Turas which has been promoted via the line managers' network. A sexual harassment guide has been developed as part of the Once for Scotland suite of policies due out later this year. NES's work towards the Equally Safe at Work accreditation will also support our wider work towards gender equality and prevent violence against women. This was highlighted in the CEO's message to launch 'Speak Up' Week on 30th September 2024.

The Scottish Government published a consultation on its [Equality and Human Rights Mainstreaming Strategy](#) on 30th October until 5th February. NES is preparing a consultation response. The strategy sets out a framework for embedding equality and human rights across all of government and supporting the wider public sector in Scotland to do the same.

Katy Hetherington
Principal Lead – Equality, Diversity and Human Rights

NHS Education for Scotland

NES/24/83

Agenda Item: 10b

Meeting Date: 21 November 2024

NES Public Board Meeting

1. Title of Paper

1.1. NES iMatter Staff Experience Report 2024

2. Author(s) of Paper

2.1. Janice Gibson, Associate Director, OD, Leadership & Learning

3. Lead Director(s)

3.1. Karen Reid, Chief Executive, NES

4. Situation/Purpose of paper

4.1. To provide an update and assurance on the results from the 2024 iMatter staff experience continuous improvement tool roll out and to highlight key areas of interest.

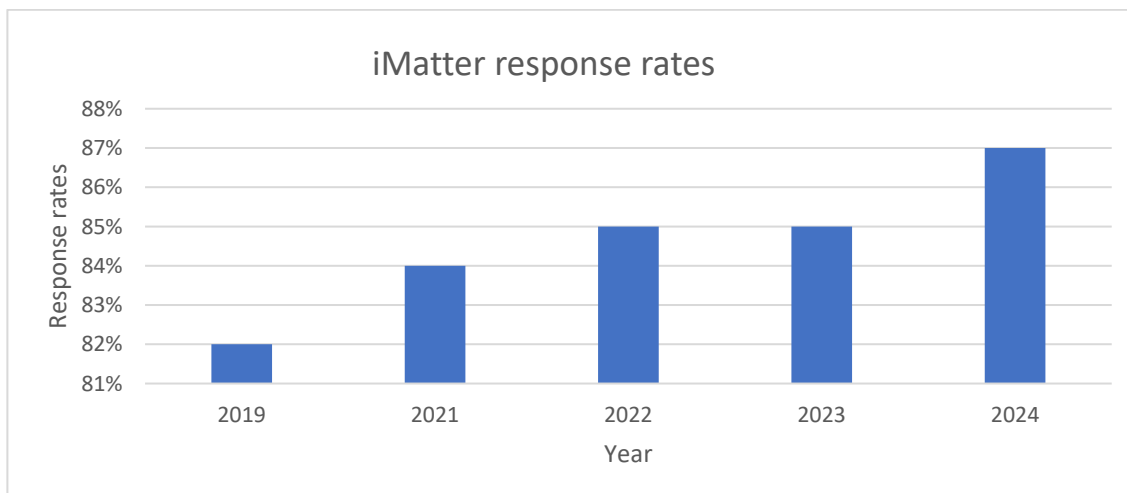
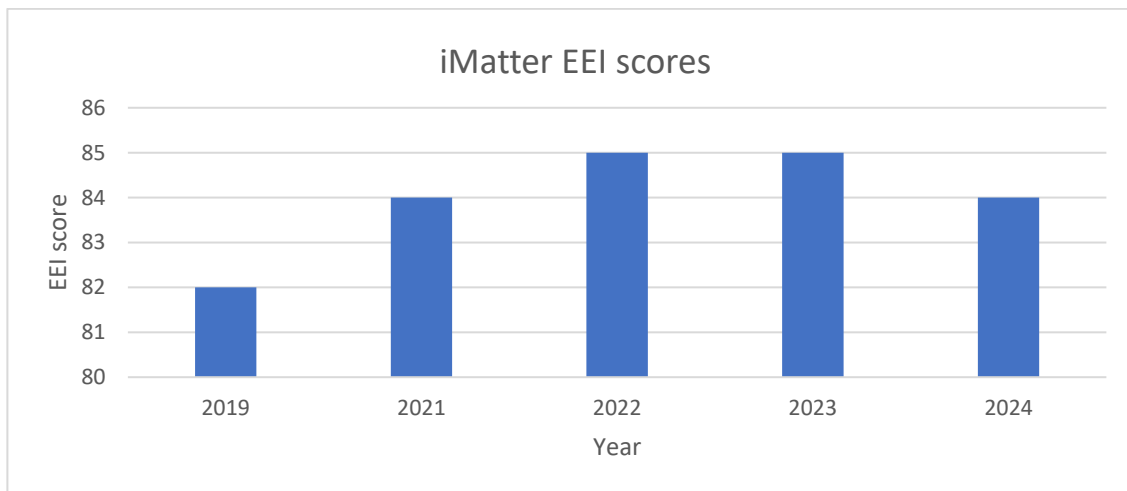
5. Background and Governance Route to Meeting

5.1. iMatter is the Health and Social Care staff experience continuous improvement tool designed in partnership to help individuals, teams and Health Boards understand and improve staff experience. The tool was first implemented in NES in 2015.

5.2. The report was reviewed by the Staff Governance Committee at their meeting on 7 November 2024. The Staff Governance Committee noted the results of the report and the follow up activity plan. It was confirmed that the report provided the necessary assurance.

6. Assessment/Key Issues

- 6.1. Our response rate and Employee Engagement Index (EEI) score has reduced slightly from 2023. Our response rate was 87% (88% in 2023) and our staff engagement was 84 (85 in 2023). The overall number of staff that the survey was sent to rose by 20 and an additional 4 surveys were completed compared to 2023.
- 6.2. For comparison the graphs below detail the EEI scores and response rates from 2019 to 2024 excluding 2020 as the Everyone Matters survey ran in its place.



- 6.3. Comparison with other Boards will be possible when the national report is published in November 2024.

6.4. Areas of Strength

The survey is made up of 28 questions, which respondents score on a scale (1-10). Each question corresponds to a Staff Employee Engagement Component.

6.5. Comparing the scores from 2024 to those from 2023, 3 have increased, 8 have remained the same and 17 have decreased. NES continues to show strength in these areas:

- Visible and consistent leadership' (first component).
- 'Assessing risk and monitoring work stress and workload' (second component);
- 'Confidence and trust in management' (third component).

6.6. A number of contributing factors have influenced these areas of strengths including;

- **Chief Executive stand ups and Finance webinars**
 - All staff are invited to join the stand ups and webinars with large numbers of staff opting to do so and taking an active role through the questions and answers functionality.
- **Line manager's network**
 - The line managers network continues to provide regular opportunities for developing skills and practice and is a place to ask questions and to share good practice with colleagues.
- **Staff networks**
 - The staff networks continue to meet regularly, and specific concerns are shared between members and with NES to inform our decisions.
- **Wellbeing hub**
 - To build upon the proactive, wellbeing focus to support our staff a new Wellbeing hub was launched in June 2024 that provides regular updates and information sessions for staff.

6.7. **Areas of Development**

These are the areas that scored lowest:

6.8. Performance Management is measured through two questions, and both have gone down:

- I am confident performance is managed well within my team (87 to 86)
- I am confident performance is managed well within my organization (74 to 71)

6.9. Board member visibility continues to score lower than other areas although it is positive to see a small increase of one point since 2023 (71 to 72).

6.10. Our lowest indicator over the four years is for partnership working which has gone down by 2 points (68 to 66) and relates specifically to the following question:

- I feel sufficiently involved in decisions relating to my organisation

- 6.11. Over the last year, NES have gone through a period of fiscal challenge and although communications have been ongoing to support staff in understanding the requirements and action necessary, the Executive Team have been required to act and take significant decisions regarding contracts and savings. The organisation has not faced financial pressure of this level in previous years and thus this may feel different to some staff.
- 6.12. There are two questions where the scores have dropped by 3 points from 2023 that may be because of the fiscal situation and the unintentional impact it has had on staff within NES:
- 6.13. The actions being taken to improve future scores is as follows;
- 6.14. Conduct further research through staff networks, focus groups and polls into:
- what managing performance indicates for our workforce - anecdotally this question has been answered in line with perceptions of how other teams' performance is being managed, not necessarily the performance of the team the participant is part of. It is also an area where due to confidentiality, any management of performance is not always visible. Managing poor performance is often addressed between the manager, HR and the perceived poor performer and not widely shared. The score provides a starting point to assess further to better understand.
 - whether they would recommend NES as a good place to work or not and their reasons for their selection to understand why there has been a drop in score. This will determine the action needed to address this question.
 - We will include both questions in our culture and behaviours work to understand any underlying issues and to set a baseline for future pulse surveys.
 - To monitor and evaluate the interactions of staff with the Wellbeing Matters hub and the Teams channel that has also been established. A schedule of wellbeing activities to support the health and wellbeing of staff has been developed that are promoted via email, on the hub and the Teams channel.
 - Take proactive action through our Communication and Engagement team working to improve the understanding of staff across NES around the role and remit of the NES Board including who the members are. This will be through regular communications and updates to all staff and will commence with a video from a non-executive Board member following on from the September 2024 Board meeting.
 - Expand the draft Staff Engagement communication plan to engage further with staff across NES to ensure that they are kept informed with work across the organisation. This includes Viva Engage which will be launched within NES during Q4 of 2024/25 and will enable pulse surveys to be carried out.
- 6.15.

6.16. **Action Plan Completion Rate**

6.17. Following the receipt of their iMatter report, teams have an 8-week window to develop an action plan. While there is a deadline to conclude action planning, teams can still upload action plans beyond the deadline. The figure below shows the uptake of action plans by the deadline. Official means the action plans concluded by the deadline and unofficial relates to those post deadline.

2023 official	2024 official	2023 unofficial	2024 unofficial
83%	87%	91%	90%

6.18. In 2024 there were 213 teams, compared to 207 in 2023, so the numbers are comparable. Both official and unofficial figures show an increase in action planning activity.

6.19. Directorates and teams are accountable for taking forward the actions defined within their action plans. Action plans should be discussed regularly at team meetings and progress recorded in the iMatter system. The line managers network will be used to encourage and support this process.

6.20. In 2023 the Executive team shared their action plan and they have agreed to do so again in 2024. This has been shared with colleagues via email and will be published on the intranet by end September 2024.

6.21. **Raising Concerns**

Additional optional questions were included in the 2023 iMatter survey cycle that related to Raising Concerns. It is to be noted that they are standalone questions which give an indication of performance in relation to implementation of the national Whistleblowing Standards and creating a speak up culture. SWAG has agreed that they will continue to be included in the survey cycle for the foreseeable future with 2023 being the benchmark year. Appendix 2 shows the scores for these questions from 2023 and 2024. As they are optional questions the number of staff completing them was slightly lower than the number completing the 28 survey questions.

7. Recommendations

7.1. The Board are invited to note the results of the iMatter survey and follow up activity plan. The Board are invited to confirm the report provides the necessary assurance.

Author to complete **checklist**.

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

a) Have Educational implications been considered?

- Yes
- No

b) Is there a budget allocated for this work?

- Yes
- No

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

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

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

- Yes
- No

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

- Yes
- No

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

- Yes
- No

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

- Yes
- No

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

- Yes
- No

Author name: Janice Gibson

Date: 14 Nov 2024

NES

Appendix 1

Key = **increase** **no change** **decrease**

iMatter Questions	Staff Experience Employee Engagement Components	Average Response			
		2021	2022	2023	2024
My direct line manager is sufficiently approachable	Visible & Consistent Leadership	94	95	95	95
I feel my direct line manager cares about my health and well-being	Assessing risk & monitoring work stress and workload	94	94	95	94
I have confidence and trust in my direct line manager	Confidence & trust in management	93	94	94	93
I am treated with dignity and respect as an individual	Valued as an Individual	92	93	92	92
I would recommend my team as a good one to be a part of	Additional Question	91	91	91	91
I am treated fairly and consistently	Consistent application of employment policies and procedures	91	91	91	90
My team works well together	Effective team working	89	90	89	90
I am clear about my duties and responsibilities	Role Clarity	86	87	88	88
I am confident my ideas and suggestions are listened to	Listened to & acted upon	86	86	86	87
I feel appreciated for the work I do	Recognition & Reward	85	86	87	87
I have sufficient support to do my job well	Access to time and resources	84	86	86	86
I would be happy for a friend or relative to access services within my organisation	Additional Question	88	89	88	86
I feel involved in decisions relating to my team	Empowered to Influence	86	87	87	86
I get enough helpful feedback on how well I do my work	Performance development & review	84	85	86	86
I am confident performance is managed well within my team	Performance management	86	87	87	86
My work gives me a sense of achievement	Job Satisfaction	84	86	86	85
I would recommend my organisation as a good place to work	Additional Question	87	88	87	84
I understand how my role contributes to the goals of my organisation	Sense of Vision, Purpose & Values	85	86	86	84
I get the information I need to do my job well	Clear, appropriate and timeously communication	83	84	84	83
I am confident my ideas and suggestion are acted upon	Listened to & acted upon	81	82	83	83
I feel involved in decisions relating to my job	Empowered to Influence	81	82	82	81
I feel my organisation cares about my health and wellbeing	Health & Wellbeing Support	85	86	84	81
I am given the time and resources to support my learning growth	Learning & Growth	80	82	83	81
I get the help and support I need from other teams and services within the organisation to do my job	Appropriate behaviours & supportive relationships	80	81	80	78
I have confidence and trust in Board members who are responsible for my organisation	Confidence & trust in management	76	75	75	73
I feel that board members who are responsible for my organisation are sufficiently visible	Visible & Consistent Leadership	72	71	71	72
I am confident performance is managed well within my organisation	Performance management	73	75	74	71
I feel sufficiently involved in decisions relating to my organisation	Partnership Working	69	68	68	66

Appendix 2

Key = **increase** **no change** **decrease**

Raising Concerns questions (optional to answer)	2023		2024	
	Number of respondents	Average score	Number of respondents	Average score
I am confident that I can safely raise concerns about issues in my workplace.	1048 / 1075	86	1054 / 1079	85
I am confident that my concerns will be followed up and responded to.		83		81

NHS Education for Scotland

NES/24/84

Agenda Item: 10c

Date of meeting: 21 November 2024

NES Public Board

1 Title of Paper

- 1.1. Annual Climate Emergency and Sustainability Report and Public Bodies Climate Change Duties Report 2023/24

2 Author(s) of Paper

- 2.1. Jim Boyle, Director of Finance

3 Lead Director(s)

- 3.1. Jim Boyle, Director of Finance

4 Situation/Purpose of paper

- 4.1. The purpose of this paper is to:
- 4.2. Present for review by the Board the 2023/24 Annual Report on the NHS Scotland Global Climate Emergency and Sustainable Development Policy and the 2023/24 Public Bodies Climate Change Duties Report. The obligation on all Boards to publish the Annual Report arises from the Policy for NHS Scotland on the Global Climate Emergency and Sustainable Development (the Policy), which was published by the Scottish Government in November 2021. The duty to report annually was also reinforced in the NHS Scotland Climate Emergency & Sustainability Strategy, published in August 2022. The instruction for Boards to comply with the Policy was contained in the Directors Letter DL (221) 38 and the 2022/23 report is due to be submitted by NHS Boards in Scotland by 30 November 2024. Following submission to the Scottish Government, reports then have to be published by each Board.
- 4.3. This report also contains at Appendix 2 NES' Public Bodies Climate Change Duties (PBCCD) Report for 2023/24. That report is submitted by all public

bodies that are required to report annually in accordance with the Climate Change (Duties of Public Bodies Reporting Requirements)(Scotland) Order 2015, as amended by the Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Amendment Order 2020, which took effect for reporting periods commencing on or after 1 April 2021. Subject to Board approval, the report will be submitted to the Sustainable Scotland Network by 30 November 2024.

5 Background and Governance Route to Meeting

- 5.1. All Boards are required to adopt the national Policy and Strategy, and each Board has a requirement to report publicly and via its own internal governance processes each year. As part of that reporting, each NHS Scotland body must assess its contribution to the achievement of the United Nation's Sustainable Development Goals on an annual basis. The proposed draft report is attached at Appendix 1.
- 5.2. Furthermore, as an NHS Board, NES is a 'Major Player' under the terms of the Climate Change (Scotland) Act 2009. Major players are public bodies:
- with large estates and large numbers of staff
 - with a high impact and influence, e.g. Scottish Government, local authorities, SEPA, SNH
 - with large expenditure
 - that provide an auditing or regulatory function
 - that have a legislative duty to submit an annual report on what it is doing to meet the statutory Public Bodies Climate Change Duties.
- 5.3. This report must be submitted to Scottish Government, via the Sustainable Scotland Network, by 30 November each year and will cover the most recently completed financial year. The Public Bodies Climate Change Duties Report has seven sections:
- Part 1: Organisational Profile
 - Part 2: Governance, Management and Strategy in relation to climate change
 - Part 3: Corporate Emissions, Targets and Projects
 - Part 4: Adaptation to the impacts of climate change
 - Part 5: Procurement actions and achievements regarding climate change
 - Part 6: Data Validation and sign-off Declaration
 - Part 7: Reporting on Wider Influence (recommended completion only).

- 5.4. The first six parts apply to the Board's own carbon emissions reduction, climate change adaptation and sustainable procurement activities. Part 7 is the part of the report that has most relevance for NES, as our activities around Parts 1 to 6 are very limited when compared to Territorial Health Boards. The draft Public Bodies Climate Change Duties Report is attached as Appendix 2 of this report.

6 Assessment/Key Issues

- 6.1. All Boards are required to adopt the national Policy and Strategy and each Board has a requirement to report publicly and via its own internal governance processes each year. As part of that reporting, each NHS Scotland body must assess its contribution to the achievement of the United Nation's Sustainable Development Goals on an annual basis.
- 6.2. Many of the provisions of the Strategy apply to the Territorial Boards, which have large buildings estates, use metered dose inhalers and anaesthetic gases, and have large vehicle fleets. Clearly none of these areas of activity apply in any significant way to NES and some of the other National Boards, but we still have an obligation to fully comply with both the Policy and the Strategy.
- 6.3. The Annual Report (Appendix 1) sets out the activities that we have been engaged in over the 2023/24 reporting year, and also contains details of NES own CO₂ emissions which remain low, as we continue with the remote/hybrid working model that we implemented during the Covid pandemic period. The report demonstrates that we have continued to see very significant reductions in business mileage compared to the period before 2020, although some have increased from the previous reporting period. Appendix 2 of this report contains the Public Bodies Climate Change Duties Report for NES for 2023/24, to be submitted to the Sustainable Scotland Network on behalf of NES.
- 6.4. The major source of carbon emissions for NES is travel by staff in carrying out their duties. This has seen a very significant reduction as a result of the Covid pandemic and the move to a predominantly remote/hybrid method of working for staff. Although 2022/23 recorded an increase in emissions from the previous financial year, which was then carried through into 2023/24, the carbon emissions for both years as a result of staff travel represented very significant reductions from pre-pandemic levels of almost 80%. The emissions sources comparison with the previous year in tonnes of CO₂ Equivalent (tCO₂e) is shown below:

Table 1	2022/23 (tCO _{2e})	2023/24 (tCO _{2e})	Annual Change (tCO _{2e})
Short-haul Flight	21.3	22.8	1.5
International Flight	21.9	16.3	(5.5)
Long-haul Flight	2.5	9.7	7.2
Rail	18.6	23.4	4.8
Car	50.7	32.8	(17.8)
Hotel Stay	18.8	22.5	3.7
Electricity Usage	27.2	91.5	64.3
Homeworking	676.7	662.9	(13.8)
Total	837.6	881.9	44.3

- 6.5. There is a significant change in emissions shown in Table 1 from electricity usage from 2022/23 to 2023/24, but this is driven by more accurate measurement of usage, rather than an underlying increase in electricity consumption. There have also been changes to the tCO_{2e} conversion factors for some emissions sources from one year to the other, as set by the Sustainable Scotland Network.
- 6.6. Emissions from travel in particular remain very low compared to pre-pandemic levels. A key focus of the Climate Emergency and Sustainability Group during 2024/25 and in future years will be to bring additional initiatives forward that can further reduce NES's carbon emissions and to support other Boards in their efforts to do likewise. Car travel has seen a reduced level of CO₂ emissions during 2023/24, possibly driven by the requirements to cease discretionary spending during the course of that financial year, leading to reduced travel to events. Furthermore, the increased use of electric and hybrid vehicles, which attract a much lower tCO_{2e} conversion factor will also have contributed to this.
- 6.7. The Action Plan that has been produced to accompany the NES Strategy on Climate Emergency and Sustainability focuses some of that work on developing how our education and training programmes can further build in elements of awareness of climate change and sustainability and behavioural change in clinical practice to widen NES's influence in this area.

7 Recommendations

- 7.1. Review and approve the proposed Annual Report for 2023/24 on the NHS Scotland Global Climate Emergency and Sustainable Development Policy, as set out in Appendix 1 to this report.

- 7.2. Approve the submission of the 2023/24 Annual Report to the Scottish Government by 30 November 2024, subject to any further amendments the Board may wish to see made.
- 7.3. Review and approve the proposed Public Bodies Climate Change Duties Report, as set out in Appendix 2 to this report.
- 7.4. Approve the submission of the 2023/24 Public Bodies Climate Change Duties Report to the Sustainable Scotland Network by 30 November 2024, subject to any further amendments the Board may wish to see made.

Author to complete **checklist**.

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

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

No

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

Yes

No

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

Yes

No

Author name: Jim Boyle, Director of Finance

Date: 13 November 2024

NES

NHS EDUCATION FOR SCOTLAND



CLIMATE EMERGENCY & SUSTAINABILITY

ANNUAL REPORT FOR 2023/24

Introduction

This is NHS Education for Scotland's (NES) annual Climate Emergency and Sustainability Report, covering the year 2023/24.

NES provides training and education to the entire NHS Scotland workforce and NES also supports the development of systems and data services to enhance the provision of digital healthcare in Scotland. NES is a key partner in ensuring that the Health and Social Care workforce has the right skills, in the right place, at the right time, for today and for future years.

In line with the wider NHS in Scotland, NES aims to become a net-zero organisation by 2045 for all our emission sources. NES does not provide direct clinical healthcare services to individuals within Scotland, we do not discharge harmful clinical gases, we only generate a very small amount of clinical waste in a limited number of training programmes, we do not operate a vehicle fleet and we operate from only a small number of premises. As a consequence, our direct carbon dioxide (CO₂) emissions are very low when compared to territorial NHS Health Boards in Scotland.

During 2023/24 NES employed 1,620 full-time equivalent people to directly provide its services. NES also acted as lead employer for around 6,600 doctors in training, as well as 280 dentists in training.

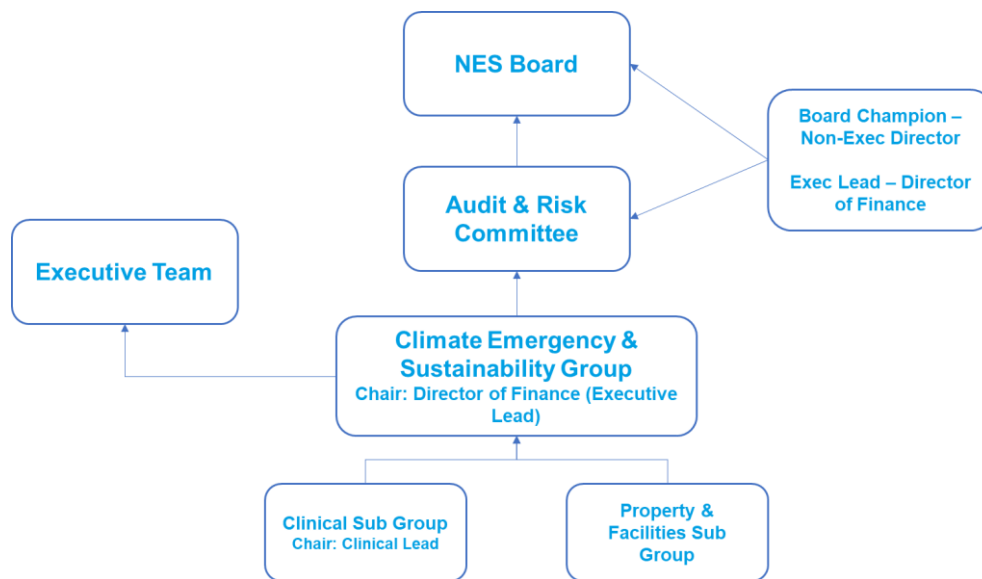
Leadership and governance

- The Sustainability Champion on the Board is Gillian Mawdsley, who is a Non-executive Director on the Board of NES
- The Executive Lead is Jim Boyle, Director of Finance, who is also an Executive Director on the Board of NES
- The committee with lead responsibility for climate change and sustainability is the Audit and Risk Committee
- NES is showing leadership in tackling climate change and becoming environmentally sustainable in a number of ways
 - Supporting continued home and hybrid working to enable staff to carry out their duties where possible without the need to commute to offices
 - Where staff are required to travel, NES encourages and promotes the use of public transport and other sustainable forms of transport, such as cycling

APPENDIX 1

- Implementation of an employee salary sacrifice scheme to encourage the move to low-emission electric vehicles.
- We are striving to build climate emergency and sustainability considerations into our education and training activities where appropriate, and we see this as the main focus of NES' contribution to helping to meet the Scottish Government's policy on Climate Emergency and Sustainability in future years.

The NES internal governance structure for Climate Emergency and Sustainability is represented as follows:



The NES Strategy on Climate Emergency and Sustainability

During 2023/24 a large amount of work was carried out to develop a NES Strategy on Climate Emergency and Sustainability, and this involved input from colleagues across the entire organisation. The Strategy was considered by the Audit and Risk Committee and was then approved by the Board in May 2024. The Strategy can be found at the following link:

[NES Climate Emergency & Sustainability Strategy](#)

This Strategy will be reviewed and amended in future, recognising that the efforts to address the harmful effects of climate change will evolve in response to the actions that are needed nationally and globally, and as technological solutions evolve and as new research emerges.

Along with the new Strategy, an Action Plan will be regularly reported to the Audit and Risk Committee to give the Committee and the Board assurance that actions are being put in place to contribute towards the national Policy and Strategy.

Raising Awareness of Climate Emergency and Sustainability

APPENDIX 1

There have been a number of initiatives aimed at raising awareness of the issues around Climate Emergency and Sustainability right across NES. A Board Development session has previously taken place on the issue. Board and Committee reports contain a checklist of NES and Scottish Government policies that should be considered when presenting reports and taking decisions, and Climate Emergency and Sustainability features highly on that list of policy considerations. This is aimed at ensuring that Climate Emergency and Sustainability actively features in discussions on NES business as a routine consideration, and not only when specific decisions are required.

Further awareness sessions will take place during 2024/25 with the wider NES workforce, emphasising the importance of incorporating climate emergency awareness and mitigation into NES' core work programmes. The intention is to constantly cascade the messages around Climate Emergency and Sustainability to the entire workforce and then onto the NHS and Social Care workforce that NES engages with.

NES regularly participates in and contributes to national events aimed at raising awareness of Climate Emergency and Sustainability issues and developing strategies to combat the effects of climate change. This includes participation in Scotland's Climate Week. The Board Champion attends the Climate Emergency and Sustainability Champions Network, and the Executive Lead attends the national forum for Board Executive Leads, so we are constantly connected the emerging policies and strategies and other developments in this area.

The Board will continue to play an active role in this national work to make sure that our own core work aligns with national policy, and that we play a role in supporting the wider NHS in effecting change in how we manage NHS resources to mitigate the impacts of climate change.

Climate Change Adaptation

The climate is changing mainly due to the greenhouse gases already emitted into the atmosphere. While efforts to reduce the rate and scale of climate change continue, we must also adapt to new conditions we are facing.

As a national Board with relatively few properties, negligible levels of surgical gas emissions and waste discharge, the activities of NES have a much more limited direct impact on the environment than those of the territorial Boards. However, NES is a key organisation in driving health and social care practice in Scotland, and we have a responsibility to show leadership to those to whom we educate and train, as well as our own employees, in reducing the impact on the environment from health and social care practice.

For those properties that we operate, and the staff travel that we incur, NES has a statutory duty to ensure that those activities are conducted in a manner that is not detrimental to the country's efforts to reverse the catastrophic damage to the planet. We are required to comply with the same statutory obligations as the territorial Boards.

APPENDIX 1

NES takes the challenge of the climate emergency very seriously, and the Board stands ready to play a full part in meeting that challenge in whatever way it can, either through its own activities directly, or by supporting other Boards in their efforts. NES is ideally placed to support NHS Scotland by raising awareness of climate emergency and helping to disseminate information through education and training at all stages of the learning journey of the workforce.

During 2023/24 we worked closely with colleagues in National Services Scotland (NSS) to produce and host a range of resources aimed at supporting the wider NHS in Scotland to continue to raise awareness of the climate emergency, and to provide practical support information on how to minimise the environmental impact of the activities of the health and social care sector. The Sustainable Action Programme is hosted on NES' Turas platform, and both Boards will continue to work together to develop this resource.

NES has carried out awareness raising development sessions for the Board, with an emphasis on the importance of transforming our business activities to comply with climate change and sustainability requirements.

We have also established a Climate Emergency and Sustainability Group to manage and monitor the operational activities of NES to start to ensure that the impact on climate change and sustainability is at least neutral, and if possible, has a positive and beneficial impact. This impact will not be achieved in the very short term but will require a step-change approach to be adopted over the medium term.

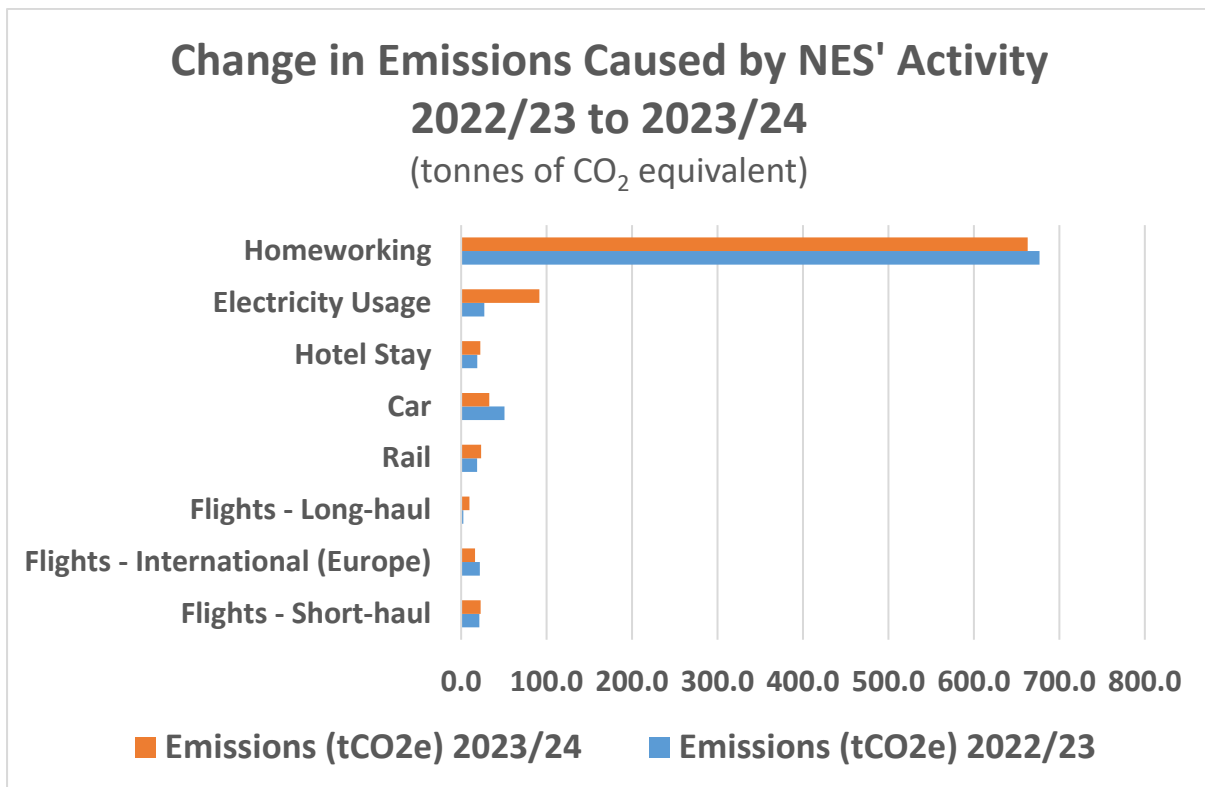
The Climate Emergency and Sustainability Group has as part of its membership the Board's appointed Clinical Lead for Climate Emergency and Sustainability, currently the Director of Dental Education. The Clinical Lead will coordinate and monitor activity across all of NES' clinical activities, to ensure that there is consistency across all clinical disciplines and that our programmes of work build in Climate Emergency and Sustainability elements wherever appropriate.

Emissions Produced in 2023/24

As with all public bodies, NES reports each year to the Sustainable Scotland Network on our Public Bodies Climate Change Duties. This describes the governance arrangements within the reporting body, any adaptation measures being implemented, as well as a full analysis of emissions produced. For 2023/24 a measure of emissions from homeworking has been included in the NES return. This shows a total emissions figure from that source of 662 tonnes of CO₂ equivalent and represents 75% of the NES attributed emissions total of 881.9 tCO₂e.

NES does not collect information from individual employees on their detailed working patterns, so the information on homeworking hours is based on an estimate of 75% of total worked hours being carried out in a home setting.

Taking account of the homeworking measure, also adjusted for the 2022/23 return, the year-on-year comparison of emissions is shown below:



Travel and Transport

Domestic transport (not including international aviation and shipping) produced 26% of Scotland's greenhouse gas emissions in 2021. Car travel is the type of travel which contributes the most to those emissions. NES does not operate a fleet of vehicles, but our employees do routinely use their own vehicles and we also make extensive use of public transport in carrying out the services within our Strategic Plan.

The reduction in travel brought about by the Covid pandemic in 2020 saw a significant reduction in business travel for NES, with all travel practically ceasing for a period of time, before increasing slightly as Scotland moved out of the initial stages of the pandemic. This also created a reduction in distances travelled through all forms of transport by NES employees as we moved to a predominantly remote and hybrid model of working. As a result, we saw substantial reduction in the CO₂ emissions generated by our business travel. From 2019/20 to 2022/23, we saw a 77% reduction in the value of our CO₂ emissions attributed to our business travel as set out in the table below:

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Source	Description	Amount of greenhouse gas (tonnes of CO ₂ equivalent)					% change from 2019/20 to 2023/24
		19/20	20/21	21/22	22/23	23/24	
Business travel	Greenhouse gases produced by staff travel for work purposes, not using NHS vehicles, and also excluding personal commuting	493	58	53	115	105	-78%

Although business travel mileage increased significantly in 2022/23, it has stabilised in 2023/24, and we have still seen a sustained reduction in business travel from the last full pre-pandemic year, 2019/20. With the continuation of remote and hybrid working, we see this as a long-term reduction in CO₂ emissions from that source. We will strive to reduce those emissions further, even from that low base point, to ensure that the 2022/23 increase, continued into 2023/24, only represents a stabilisation to a new baseline level of travel following the full emergence from the pandemic lockdown periods.

NES and the wider NHS Scotland are supporting a shift to a healthier and more sustainable transport system where active travel and public transport are prioritised, thereby reducing the need to use vehicles.

Prior to the Covid pandemic, NES already had a strong focus on delivering training and education, as well as our strategic and administrative functions, in a digitally-enabled manner. The pandemic increased the scope of this method of working, and involved significant technological investment. As we move out of the pandemic, a significant proportion of the workforce continue with remote and hybrid working as the default means of working. NES strongly supports this strategy for the future, not only to provide employee flexibility and choice, but also as a strong contributor to reducing staff travel and commuting. Although we will make adjustments as working patterns and aspirations settle post-pandemic, the remote and hybrid model will continue as the default work style.

NES strongly supports active travel for its staff and provides a number of initiatives to enable and promote this. We support and operate the Cycle to Work Scheme. We took a decision during 2021/22 to increase the scheme financial limits to allow greater access to eBikes, to encourage more employees to participate in cycling to work.

As we look to reconfigure the NES buildings estate in the coming years, access to public transport will feature as one of the key options appraisal criteria, and we would be highly unlikely to support any options that involve employees, or those receiving our services, having any significant need for car transport.

APPENDIX 1

Recognising that some form of car use will be inevitable for the delivery of our services for the foreseeable future, albeit with a policy of encouraging public transport and active travel, during 2023/24 NES implemented a salary sacrifice scheme for ultra-low emission electric vehicles (ULEVs). The scheme was launched in July 2023 and has seen good take up by staff since it was launched.

While NHS Boards more widely are working to remove all petrol and diesel-fuelled cars from their fleets by 2025, NES does not operate a fleet of vehicles, so our focus will be to reduce business travel through other forms and to offer more environmentally sustainable options.

Building Energy

We aim to use renewable heat sources for all of the buildings operated by NES by 2038.

NES operates from five buildings all of which are shared with other organisations. None are owned by NES and none are used by NES for direct clinical care. The buildings are:

- Westport, Edinburgh
- 2 Central Quay, Glasgow
- Centre for Health Sciences, Inverness
- Forest Grove House, Aberdeen
- Frankland Building, Dundee (former Dundee Dental Education Centre)

In addition to the above sites, NES also has a presence in the Dental Education Centres in Glasgow, Edinburgh and Aberdeen.

Like many employers that are continuing to operate in a remote/hybrid manner, NES is currently considering the reconfiguration of its buildings estate, as we are currently carrying excess capacity. Reducing the buildings footprint will help to reduce our overall CO₂ emissions, and the reconfiguration will also be designed in a manner that reduces the need for our employees to travel. Reduction in CO₂ emissions will feature heavily in the decisions we make around our future estate requirements.

Greenhouse gas equivalent data collection has been improved for 2023/24 and emissions measure of 91.5 tCO₂e will form the new baseline for comparison in future years. A key action point during 2024/25 will be to ensure that all necessary information is provided by landlords and energy providers in a way that allows year-on-year comparisons to be made.

NES is actively contributing towards the development of the Environmental Management System used by NHS Scotland which includes the monitoring of energy usage. Based upon Westport, we are using less energy than in previous years due to the move towards a hybrid presence and the impact of energy reduction measures in previous years, such as the introduction of Passive Infra-Red motion detectors for the lighting in our buildings.

APPENDIX 1

In 2023/24, due to the nature and location of our shared estate, NES generated no energy from renewable technologies, but we do purchase energy that is generated from renewable sources.

Conclusion

As a non patient-facing NHS Board, NES is not exposed to the main causes of production of CO₂ emissions that the Territorial Boards, and some of the National Boards are: operation of a large buildings estate; running a large fleet of vehicles; the production of large volumes of clinical and food waste; and the discharge of gases and propellants for clinical purposes. Nevertheless, we are required to be fully compliant with the Policy for NHS Scotland on the Global Climate Emergency and Sustainable Development and the NHS Scotland Climate Emergency & Sustainability Strategy.

The development, approval and publication of our Strategy on Climate Emergency and Sustainability represents significant progress since our previous Annual Report was published for 2022/23.

NES will continue to drive improvements in the environmental aspects of our business practices, in particular how we measure the climate impact of everything we do. The Action Plan that accompanies our Strategy will be the principal vehicle for monitoring our progress, and it will be reviewed on a regular basis through our governance structures.

However, our greatest contribution to NHS Scotland's efforts to minimise the climate impact of our health and social care services, will be to ensure that minimising the impact of those services on the climate emergency is fully built into all the programmes of education, training and employee development that we offer. By doing that, the wider workforce will be better equipped to make a positive contribution through all the work that they carry out.

As a Board, NES is now very climate aware, and we will ensure that we maintain our efforts to reduce our own CO₂ emissions, as well as supporting the wider NHS in Scotland.

NHS Education for Scotland
Report submitted: November 2024

Report approved by the NES Board on 21 November 2024

PART 1 Profile of Reporting Body

1a Name of reporting body

Provide the name of the listed body (the "body") which prepared this report.

NHS Education for Scotland

1b Type of body

Select from the options below

National Health Service

1c Highest number of full-time equivalent staff in the body during the report year

1620.5

1d Metrics used by the body

Specify the metrics that the body uses to assess its performance in relation to climate change and sustainability.

Metric	Units	Value	Comments
Other (please specify in comments)			

1e Overall budget of the body

Specify approximate £/annum for the report year.

Budget	Budget Comments
£700,686,000	

1f Report type

Check the report year type is correct. The alternative template must be used for academic year reporting.

Reporting type	Report year comments
Financial/Calendar/Other	Financial year to 31 March 2024

1g Context

Provide a summary of the body's nature and functions that are relevant to climate change reporting.

NES is a National Health Board, with its principal purpose being to provide education and training to the whole of the NHS and social care workforce in Scotland. NES only has a small property estate, no vehicle fleet and no activities that discharge harmful gases. NES therefore has a limited set of activities that cause CO₂ emissions, when compared to other NHS Boards. Nevertheless, we still have an important role to play in enabling NHS Scotland policy aims to be met, regarding Climate Emergency and Sustainability. Our key aim will be to raise awareness of Climate Emergency and Sustainability in the healthcare environment through our programme of education and training, and to drive forward improvements in clinical practice that will help to address the policy aims.

PART 2 Governance, Management and Strategy

Governance and management

2a How is climate change governed in the body?

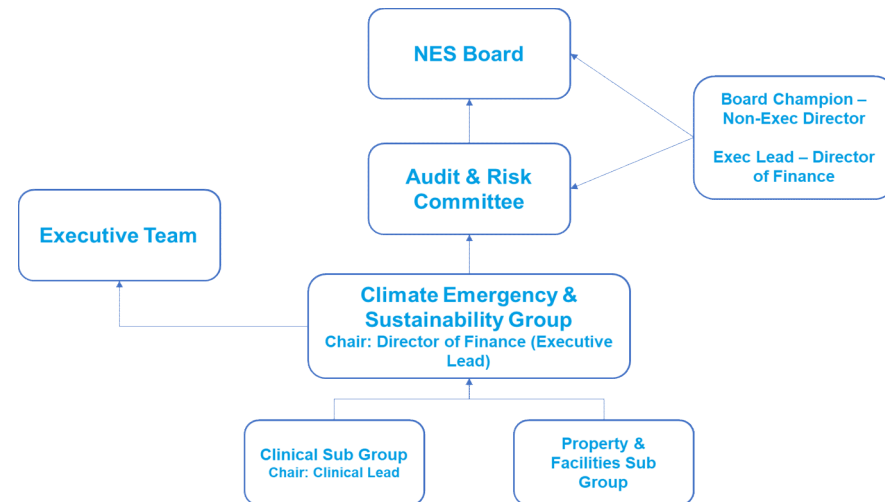
Provide a summary of the roles performed by the body's governance bodies and members in relation to climate change. If any of the body's activities in relation to climate change sit outside its own governance arrangements (in relation to, for example, land use, adaptation, transport, business travel, waste, information and communication technology, procurement or behaviour change), identify these activities and the governance arrangements. Provide a diagram / chart to outline the governance structure within the body.

NES has appointed a Board Sustainability Champion, Gillian Mawdsley, and an Executive Lead for Sustainability, Jim Boyle, Director of Finance.

NES has an active Climate Emergency & Sustainability Group, with identified relevant directorate representatives and with other corporate representatives e.g. Travel and Transport, Procurement, Energy and Waste. Those representatives have been delegated with the responsibility for ensuring the planned implementation of sustainable development activities within their area of authority. The Climate Emergency & Sustainability Group also has representation from the Board's nominated Clinical Lead, who is currently the Director of Dental Education. The Clinical Lead also chairs a Clinical Sub Group that takes forward Climate Change matters in our clinical education and training areas of activity.

The Board's objectives are to ensure that NES complies with the relevant elements of the public bodies duties of the Climate Change (Scotland) Act 2009, as well as the Policy for NHS Scotland on the Global Climate Emergency and Sustainable Development.

A clear management strategy is required for NES to help achieve the Scottish Government's target of Net Zero targets, and we will comply with all national reporting requirements to monitor national and individual Boards' performance against policy.



2b How is climate change action managed and embedded in the body?

Provide a summary of how decision-making in relation to climate change action by the body is managed and how responsibility is allocated to the body’s senior staff, departmental heads etc. If any such decision-making sits outside the body’s own governance arrangements (in relation to, for example, land use, adaptation, transport, business travel, waste, information and communication technology, procurement or behaviour change), identify how this is managed and how responsibility is allocated outside the body. Provide a diagram to show how responsibility is allocated to the body’s senior staff, departmental heads etc.

Climate change action is managed by the NES Climate Emergency and Sustainability Group. The Terms of Reference of the Group contain the following key responsibilities:

The Group will meet on a regular basis to consider NES’ ongoing response to the climate emergency, and how NES will support the goal of NHS Scotland becoming a net zero greenhouse gas emissions health service by 2040 or earlier.

The Group will be responsible for the production and the subsequent updating of the NES Climate Emergency & Sustainability Strategy, for consideration by the Executive Team, the review and approval of the Audit and Risk Committee and final approval by the NES Board.

The Group will set Climate Emergency and Sustainability targets, including, but not limited to:

- direct CO2 emissions generated from the operation of NES’s property estate and from staff and trainee travel in relation to NES’s operational activities;
- incorporation of Climate Emergency and Sustainability awareness and mitigations into NES’s programmes of education and training

Initially these will be operational targets for consideration by the Group, and some of these targets may be escalated up to augment the Strategic KPIs already approved by the Board in relation to Climate Emergency and Sustainability.

The Group will act as a forum for discussion on an ongoing basis, on how NES can drive forward a programme of continuous improvement in its core activities in relation to the Climate Emergency and Sustainability agenda. Furthermore, the Group will consider how NES can participate in regional, national and international initiatives to improve the performance of healthcare systems in relation to the Climate Emergency and Sustainability agenda. Consult and communicate appropriately with the Director of Finance and the Clinical Lead so far as to support and enable the successful discharge of their delegated responsibilities for NES Climate Emergency and Sustainability matters.

Identify total expenditure and areas of expenditure of Climate Emergency and Sustainability activities for reporting purposes.

Serve as a means of consultation with representatives of the NES workforce on the selection of appropriate Climate Emergency and Sustainability arrangements and to recommend ways of improving the overall Climate Emergency and Sustainability performance of NES.

Input to the production of and review of Climate Emergency and Sustainability reports that are required by the Scottish Government, the UK Government, the Sustainable Scotland Network, relevant professional organisations, and any other organisations that require to gather information from NES.

Strategy

2c Does the body have specific climate change mitigation and adaptation objectives in its corporate plan or similar document?

Provide a brief summary of objectives if they exist.

Wording of objective	Name of document
To reduce direct emissions by 5% each year	Strategic KPI

2d Does the body have a climate change plan or strategy?

If yes, provide the name of any such document and details of where a copy of the document may be obtained or accessed.

Yes, approved by the NES Board in May 2024

Link to Strategy: <https://www.nes.scot.nhs.uk/media/lrwf3ogi/nes-climate-emergency-and-sustainability-strategy-2024.pdf>

2e Does the body have any plans or strategies covering the following areas that include climate change?

Provide the name of any such document and the timeframe covered.

Topic area	Name of document	Link	Time period covered
Adaptation	No separate document - contained in NES Climate Emergency and Sustainability Strategy	https://www.nes.scot.nhs.uk/media/lrwf3ogi/nes-climate-emergency-and-sustainability-strategy-2024.pdf	27/02/2024
Business travel	As above		
Staff Travel	As above		
Energy efficiency	As above		
Fleet transport	As above		
ICT	As above		
Renewable energy	As above		
Sustainable/renewable heat	As above		
Waste management	As above		
Water and sewerage	As above		
Land Use	As above		
Other (please specify in comments)	As above		
Please select from drop down box			

2f What are the body's top 5 priorities for climate change governance, management and strategy for the year ahead?

Provide a brief summary of the body's areas and activities of focus for the year ahead.

Monitoring the delivery of action in the Action Plan to accompany the NES Climate Emergency & Sustainability Strategy

Embedding awareness of CC&S issues in NES core programmes of education and training

Reprovision of office accommodation in Glasgow, incorporating Climate Emergency & Sustainability considerations as key to this initiative

Continuing to manage NES' limited office estate in a sustainably responsible manner, capturing further improvements in how we manage the estate's energy consumption and waste management practices.

Continuing with the hybrid working model for our workforce in order to minimise business and commuting travel, and to develop the Board's recently introduced Low Emission Vehicle salary sacrifice scheme.

2g Has the body used the Climate Change Assessment Tool (a) or equivalent tool to self-assess its capability / performance?

If yes, please provide details of the key findings and resultant action taken.

(a) This refers to the tool developed by Resource Efficient Scotland for self-assessing an organisation's capability / performance in relation to climate change.

The use of this tool was most recently used for year 2021/22, when NES was assessed as BRONZE. In April 2023, the NHS Scotland Climate Emergency & Sustainability Board agreed that NSAT assessments should be carried out bi-annually (every two years). The next assessment will be in 2024/25, which is not within this reporting period.

Further information**2h Supporting information and best practice**

Provide any other relevant supporting information and any examples of best practice by the body in relation to governance, management and strategy.

PART 3 Corporate Emissions, Targets and Project Data

Emissions

3a Emissions from the start of the year which the body uses as a baseline (for its carbon footprint) to the end of the report year

Complete the following table using the greenhouse gas emissions total for the body calculated on the same basis as for its annual carbon footprint / management reporting or, where applicable, its sustainability reporting. Include greenhouse gas emissions from the body's estate and operations (a) (measured and reported in accordance with Scopes 1 & 2 and, to the extent applicable, selected Scope 3 of the Greenhouse Gas Protocol (b)). If data is not available for any year from the start of the baseline year to the end of the report year, provide an explanation in the comments column.

(a) No information is required on the effect of the body on emissions which are not from its estate and operations.

(b) This refers to "The greenhouse gas protocol. A corporate accounting and reporting standard (revised edition)", World Business Council for Sustainable Development, Geneva, Switzerland / World Resources Institute, Washington DC, USA (2004). ISBN: 1-56973-568-9.

SELECT APPROPRIATE BASELINE YEAR. TOTAL EMISSIONS IN THE MOST RECENT FOOTPRINT YEAR IN THIS QUESTION SHOULD EQUAL TOTAL EMISSIONS IN Q3B

Reference year	Year	Year type	Scope 1	Scope 2	Scope 3	Total	Units
Baseline Year	2017/18	Financial/Calendar/Other				339.00	339.00 tCO ₂ e
Year 1 carbon footprint	2018/19	Financial/Calendar/Other				333.00	333.00 tCO ₂ e
Year 2 carbon footprint	2019/20	Financial/Calendar/Other				493.00	493.00 tCO ₂ e
Year 3 carbon footprint	2020/21	Financial/Calendar/Other				58.00	58.00 tCO ₂ e
Year 4 carbon footprint	2021/22	Financial/Calendar/Other		2.00		65.00	67.00 tCO ₂ e
Year 5 carbon footprint	2022/23	Financial/Calendar/Other		27.00		810.50	837.50 tCO ₂ e
Year 6 carbon footprint	2023/24	Financial/Calendar/Other		91.00		790.85	881.85 tCO ₂ e

3b Breakdown of emissions sources

Please refrain from deleting rows or columns anywhere in this template. This workbook is password protected to prevent this and should not be unlocked.

Complete the following table with the breakdown of emission sources from the body's most recent carbon footprint (greenhouse gas inventory); this should correspond to the last entry in the table in 3(a) above. Use the 'Comments' column to explain what is included within each category of emission source entered in the first column. If there is no data consumption available for an emission source enter the emissions in kgCO₂e in the 'Consumption' column of one of the "Other" rows and assign the scope and an emission factor of 1.

(a) Emissions factors are published annually by the UK Department for Energy Security & Net Zero

Emission Factor Year

2023

You can filter emission sources by "type" in column C to enable quicker selection of emission source in column D. See the list in the Emissions Tab.

User defined emission sources can be entered in rows 131 onwards. Please only use these if you cannot find a relevant emission source in the dropdown list or you have a bespoke emission factor or non-standard derivation of emissions e.g. based on a survey/consumption data. If you require extra rows in the table please send the template to ccreporting@ed.ac.uk.

Emission Type	Emission source	Scope	Consumption data	Units	Emission factor	Units	Emissions (tCO ₂ e)
Transport - public	Flights - Short-haul, to/from UK - Economy class	Scope 3		119,157 passenger.km		0.18287 kg CO ₂ e/passenger.km	21,79016
Transport - public	Flights - Short-haul, to/from UK - Business class	Scope 3		3,590 passenger.km		0.27430 kg CO ₂ e/passenger.km	0.98475
Transport - public	Flights - International, to/from non-UK - Business class	Scope 3		7,445 passenger.km		0.39044 kg CO ₂ e/passenger.km	2,90685
Transport - public	Flights - International, to/from non-UK - Economy class	Scope 3		89,869 passenger.km		0.13464 kg CO ₂ e/passenger.km	12,10026
Transport - public	Flights - International, to/from non-UK - Premium economy class	Scope 3		6,006 passenger.km		0.21542 kg CO ₂ e/passenger.km	1,29381
Transport - public	Flights - Long-haul, to/from UK - Economy class	Scope 3		48,602 passenger.km		0.20011 kg CO ₂ e/passenger.km	9,72566
Transport - public	National rail	Scope 3		659,493 passenger.km		0.03546 kg CO ₂ e/passenger.km	23,38758
Transport - public	International rail	Scope 3		258 passenger.km		0.00446 kg CO ₂ e/passenger.km	0.00115
Hotel stay	Hotel stay - UK (London)	Scope 3		35 Room per night		11,50000 kg CO ₂ e/Room per night	0,63200
Hotel stay	Hotel stay - UK	Scope 3		2,103 Room per night		10,40000 kg CO ₂ e/Room per night	21,87120
Transport - car	Average car - Diesel	Scope 3		57,656 miles		0.27332 kg CO ₂ e/miles	15,75829
Transport - car	Average car - Petrol	Scope 3		56,131 miles		0.26379 kg CO ₂ e/miles	14,80663
Transport - car	Average car - Hybrid	Scope 3		7,987 miles		0.19147 kg CO ₂ e/miles	1,52925
Transport - car	Average business travel car - Plug-in Hybrid Electric Vehicle	Scope 3		4,881 miles		0.15113 kg CO ₂ e/miles	0,73768
Electricity	Electricity: UK	Scope 2		441,693 kWh		0.20707 kg CO ₂ e/kWh	91,46326
Homeworking	Homeworking (office equipment + heating)	Scope 3		1,985,923 FTE Working Hour		0.33378 kg CO ₂ e/FTE Working Hour	662,86369
Other	Other (please specify in comments)	Please select from drop down box					-
							881,853

3c Generation, consumption and export of renewable energy

Provide a summary of the body's annual renewable generation (if any), and whether it is used or exported by the body.

Technology	Renewable Electricity		Renewable Heat		Comments
	Total consumed by the body (kWh)	Total exported (kWh)	Total consumed by the body (kWh)	Total exported (kWh)	
Please select from drop down box					
Please select from drop down box					
Please select from drop down box					

Targets

3d Organisational targets

List all of the body's targets of relevance to its climate change duties. Where applicable, targets for reducing indirect emissions of greenhouse gases, overall carbon targets and any separate land use, energy efficiency, waste, water, information and communication technology, transport, travel and heat targets should be included. Where applicable, you should also provide the body's target date for achieving zero direct emissions of greenhouse gases, or such other targets that demonstrate how the body is contributing to Scotland achieving its emissions reduction targets.

Name of target	Type of target	Target	Units	Boundary/scope of target	Year used as baseline	Baseline figure	Units of baseline
	Please select from drop down box		Please select from drop down box	Please select from drop down box	Please select from drop down box		Please select from drop down box
	Please select from drop down box		Please select from drop down box	Please select from drop down box	Please select from drop down box		Please select from drop down box
	Please select from drop down box		Please select from drop down box	Please select from drop down box	Please select from drop down box		Please select from drop down box

3da How will the body align its spending plans and use of resources to contribute to reducing emissions and delivering its emission reduction targets?

Provide any relevant supporting information that is not already included elsewhere in this report.

Any budget decisions to be taken will set out any climate emergency considerations for the Board to consider

3db How will the body publish, or otherwise make available, its progress towards achieving its emissions reduction targets?

Provide any other relevant supporting information. In the event that the body wishes to refer to information already published, provide information about where the publication can be accessed.

Simply referencing this report or its availability on the SSN website is insufficient information.

Our Strategy and Action Plan will be for public record and the Strategy features on the Board's website. The Annual Report to Scottish Government will also be published on our website

PART 4 Adaptation - please do not include information in this part on measures that solely reduce emissions with no implications for climate adaptation. These are clim**Assessing and managing risk****4a Has the body assessed current and future climate-related risks?**

If yes, provide a reference or link to any such risk assessment(s).

NES has in the past participated in the Climate Change Risk Assessments which were produced by NHS National Services Scotland and NHS Health Scotland as part of the national Climate Change Risk Assessment programme undertaken on behalf of NHS Scotland. Where required this has used the NHSScotland mapping tool to assesses the risk and vulnerability of healthcare assets to climate change impacts across Scotland. In April 2023, the NHS Scotland Climate Emergency & Sustainability Board agreed that NSAT assessments should be carried out bi-annually (every two years). The next assessment will be in 2024/25, which is not within this reporting period.

NES also maintains a Waste Management Plan, although the levels of waste generated are extremely small.

4b What arrangements does the body have in place to manage climate-related risks?

Provide details of any climate change adaptation strategies, action plans and risk management procedures, and any climate change adaptation policies which apply across the body.

NES Climate Emergency and Sustainability Group oversees the delivery of the actions aimed at meeting the Scottish Government's national policy.

NES has a robust business continuity process with resilience leads established across each strategic business unit and directorate. We actively contribute towards the various reporting processes including the NSAT Report which confirmed the retention of our Bronze Award with an increased score. In future years, NES plan to address as many recommendations as possible from that report to ensure progress towards an increased award for the next assessable period.

Taking action

4c What action has the body taken to adapt to climate change?

Include details of work to increase awareness of the need to adapt to climate change and build the capacity of staff and stakeholders to assess risk and implement action. The body may wish to make reference to the Scottish Climate Change Adaptation Programme ("the Programme").

Much of the work to reduce direct impact on climate was put in place to meet the challenges of the Covid pandemic, e.g. reducing in employee travel. However, now that the initial phase of the pandemic has ended, it will be crucial to take a more active role in driving forward other actions aimed at reducing NES's carbon emissions and moving towards the medium-term aim of becoming carbon net-zero, in line with national policy. That will be the focus of the Climate Emergency & Sustainability Group during 2024/25 and in future years.

4d Where applicable, what contribution has the body made to helping deliver the Programme?

Provide any other relevant supporting information

NES activity is primarily aimed at Outcome 4: Our society's supporting systems are resilient to climate change. Our activity is principally focused on raising awareness of the need to take action on Climate Change through our core education and training work.

Review, monitoring and evaluation

4e What arrangements does the body have in place to review current and future climate risks?

Provide details of arrangements to review current and future climate risks, for example, what timescales are in place to review the climate change risk assessments referred to in Question 4(a) and adaptation strategies, action plans, procedures and policies in Question 4(b).

The NES Executive Team regularly reviews all of the Board's strategic risks, and a new category of risk for Climate Emergency has now been included. Also, a Strategic Key Performance Indication for carbon emissions has now been approved and will be monitored and reported to the NES Board on a quarterly basis.

4f What arrangements does the body have in place to monitor and evaluate the impact of the adaptation actions?

Please provide details of monitoring and evaluation criteria and adaptation indicators used to assess the effectiveness of actions detailed under Question 4(c) and Question 4(d).

This is a key role of the Climate Emergency and Sustainability Group within NES.

Future priorities for adaptation**4g What are the body's top 5 climate change adaptation priorities for the year ahead?**

Provide a summary of the areas and activities of focus for the year ahead.

Ensuring that as many of our core education and training programmes have climate emergency and sustainability as part of their delivery plans

Further roll out of our low emission vehicle salary sacrifice scheme

Delivery of a replacement office for Glasgow, incorporating the key principles of carbon net-zero in that building. We have already reduced the state footprint in Dundee, Inverness and Aberdeen, and are working to do the same in Edinburgh. These changes in themselves will make a positive contribution to reducing our emissions. Once these changes are fully implemented, we will be in a position to report this on a regular basis.

Establishment of a Climate Emergency Ambassador Group among our workforce

Increasing participation of NES employees in the resources developed by NSS for the the entire NHS workforce

Further information

4h

Supporting information and best practice

Provide any other relevant supporting information and any examples of best practice by the body in relation to adaption.

PART 5 Procurement**5a How have procurement policies contributed to compliance with climate change duties?**

Provide information relating to how the procurement policies of the body have contributed to its compliance with climate changes duties.

NES adheres to more than 97% of applicable national framework agreements at Scottish Government and NHS National Procurement level. Examples of adherence – use of national stationery contract, travel contract, desktop and mobile client devices, cleaning consumables, etc, ensuring that all contractors adhere to the basic requirements of SG contract awards, including meeting environmental sustainability standards.

NES has a published NES Ethical Procurement Policy (available on NES internet) which requires all direct suppliers and contractors to observe the provisions of the policy and requires that such suppliers and contractors, in turn obtain similar compliance with its provisions from their suppliers and contractors including our environmental impact expectations when contracting with NES. The policy sets out NES's aims in this regard. It sets out a definition of ethical trade practices delivered through our Procurement and Commissioning activities; a clear statement of ethical and sustainable practice; the core objectives and promotes the adoption and improvement of ethical and sustainable practices across our supply chain.

NES Procurement Strategy identifies our commitment to Sustainability, environmental impact and ongoing continuous improvement. The NES Procurement Annual Report is published in accordance with the Procurement Strategy Guidance and Template issued by the Scottish Government in May 2017 and the Procurement Reform (Scotland) Act 2014 which requires public organisations with an estimated total value of regulated procurement spend of £5m or more (excluding VAT) in a financial year to prepare and publish a procurement strategy and to report on this annually. This report describes our commitment to Sustainability and our expectations of the supply base.

5b How has procurement activity contributed to compliance with climate change duties?

Provide information relating to how procurement activity by the body has contributed to its compliance with climate changes duties.

Further to the requirements of the Procurement Reform (Scotland) 2014 Act all regulated Procurements and open tendering contain a section devoted to Sustainability, which includes the NES Ethical Procurement Policy where suppliers must state their compliance to environmental impact, fair working practices, living wages commitments, community benefits and other associated impacts. In addition, beyond regulated procurement, all tenders above £25k require as commitment to accept our Sustainability requirements.

Regular quarterly measures are provided (via nationally designated Travel Management company) on carbon emissions from all forms of transport and travel activities, and these form part of NES's core Strategic KPI's and reported to the board.

Further information**5c Supporting information and best practice**

Provide any other relevant supporting information and any examples of best practice by the body in relation to procurement.

The NES intranet has a page devoted to Sustainability guidance and have a published Suppliers Code of Conduct.

Stationery ordering and delivery - Since the advent of homeworking, the consumption of general stationery has dropped by over 63%. added to this our consolidated ordering and shipments means reduced frequency of site deliveries.

Post-Covid a significant amount of education and training has been designed and procured to be conducted online and remotely, reducing the travel and accomodation requirements. Examples include the Digital Coaching framework encouraging and increasing the amount of travel-free and hybrid training made available to staff. The use of a range of technology has increased post pandemic and forms an integral part of our service delivery models for education, training and CPD.

NES fully participates in the national Sustainable Procurement Steering Group. The SPSG is the focal point and core oversight group for sustainable procurement activities across NHSS Procurement teams. Its purpose is to ensure sustainable procurement activities are communicated, planned and delivered on an NHSS wide basis. The core objectives are to be a centralised discussion, planning and decision making group on matters of sustainable procurement activity; to take input from other sustainability networks; to be a gateway review for any new process or procedural introduction (NPI); to agree an activity plan, objectives and targets to present to senior NHS management and to provide effective oversight and monitoring on progress and report same to PS-SMT

PART 6 Validation and Declaration**6a Internal validation process**

Briefly describe the body's internal validation process, if any, of the data or information contained within this report.

This report was collated within the Finance & Procurement Directorate and submitted to the Audit and Risk Committee for consideration in October 2023 and the Board in November 2024

6b Peer validation process

Briefly describe the body's peer validation process, if any, of the data or information contained within this report.

Not applicable

6c External validation process

Briefly describe the body's external validation process, if any, of the data or information contained within this report.

NES do not have external validation facility

6d No Validation Process

If any information provided in this report has not been validated, identify the information in question and explain why it has not been validated.

6e Declaration

I confirm that the information in this report is accurate and provides a fair representation of the body's performance in relation to climate change.

Name:	Jim Boyle
Role in the body:	Director of Finance
Date:	13/11/2024

Date in format (dd/mm/yyyy)

NHS Education for Scotland

NES/24/85

Agenda Item: 11a

Meeting Date: 21 November 2024

NES Public Board Meeting

1. Title of Paper

1.1 Board Assurance Framework

2. Author(s) of Paper

2.1 Della Thomas, Board Secretary and Corporate Governance Principal Lead

3. Lead Director(s)

3.1 Jim Boyle, Executive Director of Finance
Christina Bichan, Director of Planning and Performance

4. Situation/Purpose of paper

4.1 This paper brings the Board Assurance Framework for review and approval.

5. Background and Governance Route to Meeting

5.1 The Board Assurance Framework is scheduled bi-annually for review by the Audit and Risk Committee (ARC) to the April meeting and again to the October meeting and is then sequenced to the Board on an annual basis to the November Board meeting.

5.2 The ARC last reviewed the Board Assurance Framework at their 03 October 2024 meeting.

**6. Assessment/Key Issues
(Include narrative relating to a-g checklist by exception)**

- 6.1 The Board Assurance Framework was referred to at the Board Corporate Governance Blueprint Self-Assessment workshop held on 19 January 2024. It was recognised as good practice to have this in place and to review it regularly. The workshop acknowledged that the format and content of the Board Assurance Framework may change, if changes are made in due course to the NES standing Committee structure and remits.
- 6.2 The changes to the Committee structures within NES are now progressing.
- 6.3 As per Board approval at the 26 September 2024 meeting, the Technology and Information Committee will be dissolved as of 31 March 2025 and the new Planning and Performance Committee constituted as of 01 April 2025.
- 6.4 These changes will be reflected in the Board Assurance Framework, when it is next brought through the ARC for bi-annual review at the 24 April 2025 meeting.
- 6.5 Scottish Government have issued a summary of key themes from across all the NHS Boards Corporate Governance Blueprint Improvement Plans. These were discussed with the NHS Board Chairs Group at their 19-20 September 2024 Development meeting.
- 6.6 One of the key themes from this summary was the requirement for a clear Board Assurance Framework. It may be that work on a Once for Scotland basis will progress and if this is the case the NES Board Assurance Framework will be developed in line in due course.
- 6.7 In the meantime, as agreed at the 03 October 2024 ARC, the layout of the current NES Board Assurance Framework has been formatted into tables so that the read across is easier. As part of this change to formatting, some of the wording has been revised to better align.
- 6.8 Revisions have been made to the Board Assurance Framework to reference the new quarterly complaints reporting scheduling through the Education and Quality Committee (EQC) and Board (page 9) and the reference to the NES NHS Corporate Governance Blueprint Improvement Action Plan (page 12). These revisions were approved by the ARC.
- 6.9 The ARC asked that the Board Assurance Framework was updated to reflect that the NES Strategy, the NES Learning and Education Strategy and the NES Climate Emergency and Sustainability Strategy are no longer in

development and the assurance is now about the implementation and reporting of impact in line with the Strategies. These changes have been made (pages 6-11).

- 6.10 The ARC also asked for the role of the Remuneration Committee to be added. This is now included on page 5.
- 6.11 The Remuneration Committee role is already included (page 17) and further opportunities to incorporate it more fully throughout the Framework, will be considered at the same time as the revisions to the other Committee roles are made, using the newly approved ToRs for all Committees. These ToRs will be sequenced through February 2025 Board. The revised Board Assurance Framework will then be scheduled to 24 April 2025 ARC.

7. Recommendations

- 7.1 The Board is invited to:
- Review and approve the Board Assurance Framework.
 - Note that further changes will be made to reflect the changes to Committees and the further revised Board Assurance Framework will be brought to the 24 April 2025 ARC.

Author to complete checklist.

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

a) Have Educational implications been considered?

- Yes
 No

b) Is there a budget allocated for this work?

- Yes
 No

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

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

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

- Yes
- No

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

- Yes
- No

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

- Yes
- No

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

- Yes
- No

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

- Yes
- No

Author name: Della Thomas
Date: November 2024
NES



NHS Education for Scotland

Assurance Framework

November 2024

Document information

Consultation		Executive Team NES Board Audit and Risk Committee
Scope of Document		The sources of assurance used by the NES Board to obtain assurance on the delivery of the organisation's strategic, operational and financial plans
Objective		To enable the NES Executive Team and Board to assess the level of assurance provided in all corporate functions.
Linked Documentation		Committee ToRs
Document Sponsor	Name	Jim Boyle
	Job Title	Executive Director of Finance
	Division	Finance and Procurement
Approved by/ & Date		
Authors	Name	Della Thomas
	Job Title	Board Secretary & Corporate Governance Principal Lead

Amendment History (2023/24)

Date	Page	Details of Change
18/04/23	3	Introduction updated to refer to second edition of the Blueprint.
24/09/23	4	Brief outline of Board delegated Committee Remits added.
24/09/23	table	Minor amendments in terminology e.g. Operational Plan to Delivery Plan and reference to Strategic Key Performance Indicators included and change from Digital and Information Committee to Technology and Information Committee
24/09/23	22	Reference to Covid-19 Recovery Plan removed from change management section.
25/09/23	21	Addition of reference to the new Transformation Group to the change management section.
31/10/23	5 (table)	Reference to SKPIs and delegated reporting to Committees as per Committee remits
31/10/23	5 (table)	Reference to Board Development involvement added in relation to the development of the NES Strategy and the Learning and Education Strategy

Date	Page	Details of Change
09/04/24	4-5	Revision to SGC remit to align with Board approved ToRs to better describe the SGC role beyond the governance of NES staff.
26/9/24	9	Inclusion of new quarterly complaints reporting scheduling.
26/9/24	12	Inclusion of reference to the NHS Corporate Governance Improvement Action Plan.
04/11/24	6-11	Changes to reflect Strategies are no longer in development and are approved and being implemented.
04/11/24	5	Inclusion of Remuneration Sub-Committee remit.
04/11/24	6-25	Revision to wording to align with new formatting of document

Introduction

The NHS Scotland Health Boards and Special Health Boards – Blueprint for Good Governance Second Edition (issued through [DL \(2022\) 38](#)) sets out the promotion and delivery of good governance starting with the development of an assurance framework. This brings together the organisation's purpose, aims, values, corporate objectives and risks with the strategic plans, change projects and operating plans necessary to deliver the desired outcomes.

The Blueprint reinforces the Scottish Government's requirements published in the revised Audit and Assurance Committee Handbook (April 2018) for health boards to develop an Assurance Framework. The purpose of the Framework is to enable the Audit Committee and the Board to understand the levels and sources of assurance it receives in relation to work, systems and processes. This will enable identification of areas where current levels of assurance are considered excessive or where further assurance mechanisms need to be identified and implemented.

The Audit and Assurance Handbook specifies the following corporate functions where the Board will require assurance regarding management, quality and performance:

- **Performance in delivering Strategic Plans** – setting the organisation's strategic direction and monitoring and managing performance against related objectives.
- **Quality Management** – monitoring quality, making improvements and rectifying quality deficits
- **Financial Management** – the organisation's financial resources are managed effectively
- **Human Resources Management** – NES employees are recruited, developed and managed fairly and effectively
- **Change Management** – organisational and service change is efficient and effective
- **Risk Management** – NES's processes and practices for identifying and managing operational, strategic and other risks are effective.
- **Information Management** – the policies, processes and for collecting, holding, using and sharing information safely and effectively.

Delegated Board Committee Remits

Audit and Risk Committee: Assurance relating to Internal Control, Risk Management and Corporate Governance, strategic financial planning and the integrity of the Annual Report and Accounts, Procurement, Counter Fraud, Property and Facilities and Climate Emergency and Sustainability.

Staff Governance Committee: Monitoring implementation of the Staff Governance Standard. Assurance in relation to NES Commissions from Scottish Government, regarding wider NHS and/or Health and Social Care workforce data provisions and attraction to related career pathways. Whistleblowing. Staff related equality and diversity outcomes. The Staff Governance Committee delegates the statutory

requirements laid out in the Staff Governance Standard in respect of the remuneration of individual Executive Directors and Directors (and any other staff employed under Executive Managers' or Consultants' pay arrangements) to the Remuneration Sub-Committee.

Education and Quality Committee: Assurance that effective arrangements are in place to plan, commission, deliver and quality manage all of NES's education and training provision in line with the organisation's Strategic Plan; advise the NES Board, when appropriate on where, and how, its education systems and assurance framework may be strengthened and developed further and provide assurance to the NES Board that effective arrangements are in place for the educational and quality governance of the NHS Scotland Academy accelerated education and training activities. Educational equality and diversity outcomes.

Technology and Information Committee: Assurance of effective strategic management and delivery of NES's technology work in relation to strategic key performance indicators, resource allocation, strategic risk identification and mitigation and service delivery compliance with statutory and regulatory requirements including, clinical and technical assurance; cybersecurity, safety. Technology and information related equality and diversity outcomes.

Remuneration Sub-Committee: Provide assurance to the Board, through the SGC, that appropriate arrangements are in place to ensure that the Board meets the statutory requirements laid out in the Staff Governance Standard in respect of the remuneration of individual Executive Directors and Directors (and any other staff employed under Executive Managers' or Consultants' pay arrangements) and review submissions from the Chief Executive for any settlement agreements

What are we seeking assurance on?	First line (from front line operational areas)	Second line (oversight, effective management information)	Third line (independent and more objective assurance)	Responsible Committee/Officer/ Frequency of reporting	Executive Assurance Role	Board Governance Assurance Role
Performance in delivering Strategic Plans (Making sure that our plans deliver against our strategy and that we deliver against our plans)	NES Strategy	Annual Delivery Plan, includes plans to progress delivery of key strategic outcomes.	Feedback on NES Strategic aims from external partners and Scottish Government feedback through Annual Review Process	NES Board (Director of Planning) Quinquennial process	Managing the process to develop and implement the Strategic Plan and Financial Plan for approval and assurance by the Board.	Setting the Direction (Approval of Strategic Plan and Financial Plan)
	Strategic and Delivery Planning processes – ensuring strategic alignment	Annual Delivery Plan, includes plans to progress delivery of key strategic outcomes.	Internal Audit Reports on Performance Management, and Staff Governance External Audit review of Performance in Annual Report and Accounts	NES Board (Director of Planning) Audit & Risk ToR (Director of Finance) Annual	Ensuring systems and processes at a local directorate level support high performance. Executive Team oversight of performance indicators, financial indicators and staffing indicators	Holding to Account (Receiving quarterly performance reports and challenging areas of poor performance) Assessing Risk (Achieving balance between ambition and realistic assessment of what is achievable given resources, environment etc (Board, standing committees) Engaging Stakeholders (obtaining assurance that stakeholders have been involved in the setting of Strategy and in

What are we seeking assurance on?	First line (from front line operational areas)	Second line (oversight, effective management information)	Third line (independent and more objective assurance)	Responsible Committee/Officer/ Frequency of reporting
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Executive Assurance Role	Board Governance Assurance Role
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	Strategic Key Performance Indicators (SKPIs)	Delegation of SKPIs to Board Committees in line with the Committee Remits	Internal Audit Report on performance reporting	NES Board (Director of Planning) Quarterly
	NES Learning and Education Strategy	Following Board approval, delegation to EQC to receive assurance on the implementation and the impact of the Strategy.	Consultation feedback on NES Strategy and stakeholder feedback	Director of NHSS Academy and Learning and Innovation
	Corporate Performance Management Dashboard and quality control process Financial Plan aligns with Delivery plan	Quarterly Performance Reports detailing progress against Strategic Key Performance Indicators.	Quarterly Delivery Reports to Scottish Government	Committees (Director of Planning) Quarterly NES Board (Director of Planning) Quarterly

	understanding annual operational plans).
Ensuring systems and processes at a local directorate level support high performance. Executive Team oversight of performance indicators, financial indicators and staffing indicators.	Holding to Account (Receiving quarterly performance reports and challenging areas of poor performance)
Executive Team oversight of performance indicators, financial indicators	Implementation and impact reports to EQC.
Executive Team has oversight of progress against equality and diversity targets.	Quarterly Board reports

What are we seeking assurance on?	First line (from front line operational areas)	Second line (oversight, effective management information)	Third line (independent and more objective assurance)	Responsible Committee/Officer/ Frequency of reporting	Executive Assurance Role	Board Governance Assurance Role
				NES Board (Director of Planning) Annual		
	All staff have objectives that relate to delivery of key targets	Reports to Staff Governance Committee on personal objectives and Staff Governance Standard	Scottish Governance monitoring of Staff Governance Standard	Staff Governance ToR (Director of Workforce) Annual		Influencing Culture (oversight of Staff Governance indicators)
	Performance against targets considered at Directorate meetings – measures taken to remedy areas of poor performance	Performance reports		(All NES Directors) Quarterly		
	Staff management – ensuring staff are managed in accordance with the Staff Governance Standard and NES policies to be high performing.			Staff Governance ToR (Director of Workforce) Biannual		
	Equality and diversity targets developed annually	Directorate updates on prioritised E&D targets		Education & Quality ToR		

What are we seeking assurance on?	First line (from front line operational areas)	Second line (oversight, effective management information)	Third line (independent and more objective assurance)	Responsible Committee/Officer/ Frequency of reporting	Executive Assurance Role	Board Governance Assurance Role
	in operational planning			Staff Gov.ToR (Equality Advisor) Biannual NES Board Education & Quality ToR (Director of Planning) Annual to EQC and Board		
	Feedback, complaints handling, and participation processes implemented by directorates and corporate Complaints Handling team	Feedback, Comments, Concerns and Complaints (FCCC) report	Scottish Government and Scottish Public Services Ombudsman reviews FCCC report and provides feedback	Quarterly complaints reporting through EQC Quarterly complaints reporting to Board through CEO Report		
	Engagement with stakeholders	Stakeholder Map, Communication Strategy and Stakeholder survey feedback		NES Board (Head of Comms) and Director Planning and Performance Annual		
	Fulfilling Emergency Climate Change	Standing Item Reports to Audit and Risk Committee	Board and Scottish Government Reports: Annual	Audit and Risk Committee ToR	Executive Director of Finance appointed as Climate Emergency	Non-Executive Director Climate Emergency and

What are we seeking assurance on?	First line (from front line operational areas)	Second line (oversight, effective management information)	Third line (independent and more objective assurance)	Responsible Committee/Officer/ Frequency of reporting	Executive Assurance Role	Board Governance Assurance Role
	and Sustainability Requirements NES Climate Emergency and Sustainability Strategy 2024-27		Climate Emergency and Sustainable Development Report and Public Bodies Climate Change Duties Annual Report		and Sustainability Lead	Sustainability Champion
Quality Management (Making sure that what we deliver – in all areas, is of a high quality, and fit for purpose)	Local processes in place to ensure quality and ‘fitness for purpose’ of educational programmes, resources. Sharing of practice through the Educational Leadership Group and Thematic Review	Education & Quality processes including Directorate Review and Thematic Review EQC review of Thematic Review reports	Internal Audit reviews. Formal Review by the GMC (every 5 years) of Medical Education in Scotland.	Education & Quality Committee ToR (Directors of education directorates) Thematic and Directorate Reviews biannual Education & Quality ToR	Managing local operational processes to assure, control and improve quality. Ensuring appropriate stakeholder engagement in development of new products/review of existing programmes. Executive Team oversight of draft Educational Governance processes Education & Quality Exec Leads)	Setting the Direction (approving Education Governance arrangements) EQC Holding to account (reviewing educational governance reports, Annual FCCC report)

What are we seeking assurance on?	First line (from front line operational areas)	Second line (oversight, effective management information)	Third line (independent and more objective assurance)	Responsible Committee/Officer/ Frequency of reporting	Executive Assurance Role	Board Governance Assurance Role
	Feedback collected from service users and stakeholder organisations and reviewed to identify quality issues Complaints management process - including follow-up on complaints related recommendations and annual review	Feedback, Comments, Concerns and Complaints (FCCC) Report Review of local quality management outcomes, including those from trainee surveys	Scottish Government review of Feedback, Comments, Concerns and Complaints report	Education & Quality ToR (Director of Planning) Annual Education & Quality ToR (Director of Planning) Annual Holding to account (reviewing educational governance reports, Annual FCCC report)	Executive Team approval of complaints handling processes, oversight of FCCC report	EQC and Board Holding to account scrutinising Annual FCCC report and quarterly complaints reports.
	Annual review of standing committee business to check performance against approved remits	Annual review of Board committee reports confirming adherence to approved remits	External Audit	Audit & Risk ToR Annual	Executive Director Finance	Assessing Risk (Identifying risks to receiving assurance related to performance and quality including compliance with statutory and policy duties (Board, standing committees))
	Development of standing committee	Standing committee annual		Board Secretary Annual	Executive Director Finance	

What are we seeking assurance on?	First line (from front line operational areas)	Second line (oversight, effective management information)	Third line (independent and more objective assurance)	Responsible Committee/Officer/ Frequency of reporting
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Executive Assurance Role	Board Governance Assurance Role
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	annual Schedules of Business	Schedules of Business approved		
	Corporate Governance Blueprint Improvement Action Plan	ARC review action plan progress mid-year		
	Compliance with equality related statutory duties	Approval and monitoring of: Equality Outcomes and Mainstreaming Priorities Equality Impact Assessments Fairer Scotland Duties	Review of Equality Outcomes and associated reports by Equality & Human Rights Commission	Staff Governance ToR (Equality Adviser) Biannual Education & Quality ToR (Directors of education directorates) As required
	Application of local quality management processes to digital developments	Scotland's Artificial Intelligence (AI) Strategy	NIS Audit	Technology and Information Committee Quarterly

Executive Team oversight of draft Equality Outcomes, Mainstreaming Priorities and FCCC reports	Influencing Culture (advocating for proper oversight of learning environment at all NHS Boards) Application of NHS Blueprint
Executive Team oversight of draft Equality Outcomes, Mainstreaming reports Executive Equality and Diversity Champions	Equalities Outcomes progress reports Equality and Diversity Non-Executive Champion
Director NTS	Engaging Stakeholders (oversight of appropriate stakeholder/lay involvement in educational and digital developments)

What are we seeking assurance on?	First line (from front line operational areas)	Second line (oversight, effective management information)	Third line (independent and more objective assurance)	Responsible Committee/Officer/ Frequency of reporting	Executive Assurance Role	Board Governance Assurance Role
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	Application of local research governance process aligned with NES Research Framework	Approval of NES Research Governance Framework (aligned with UK Research Standards) and Research Governance annual report	Internal audit of research governance	Education & Quality ToR (Research Governance Lead) As required Annual	Director Planning	EQC on behalf of Board, assurance and holding to account
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Financial Management (Making sure that our resources are properly applied to deliver our Strategic Plans and that we do not breach our financial limits)	Budget setting process aligned to Delivery Planning which aligns to Strategic Plan	Full details of process of developing an annual budget	Internal Audit (e.g. Budget Management, Fraud prevention, Procurement)	Audit and Risk ToR NES Board (Director of Finance) Annual	Detailed controls on expenditure at a Directorate level. Adherence to delegated authorities	Ensures effective financial stewardship through considering value for money, financial control and financial planning and strategy through the following:
	Operational level challenge to budget setting process		External Audit of Annual Accounts	Director of Finance Annual	Regular review of Finance monitoring reports	Setting the Direction (Approval of Strategic Plan and Financial Plan) and monitoring reports against these
	Regular, accurate and clear reporting of actual against budget and forecast	Regular Financial reporting	Scottish Government scrutiny of Financial Performance Reporting submissions	NES Board (Director of Finance) Quarterly		Holding to Account (Receiving quarterly Finance Report Assessing Risk (Understanding key areas of budget risk)

What are we seeking assurance on?	First line (from front line operational areas)	Second line (oversight, effective management information)	Third line (independent and more objective assurance)	Responsible Committee/Officer/ Frequency of reporting	Executive Assurance Role	Board Governance Assurance Role
	Production of Annual Accounts and sign-off by Accountable officer	Review of annual accounts	Auditor General for Scotland and the Scottish Government Health and Social Care Directorate review and provide feedback on Annual Accounts	Audit & Risk ToR (Director of Finance) Annual		Engaging Stakeholders (Ensuring that stakeholders understand the budget)
	Annual Best Value review	Directors' assurance provided to the CEO to support signing of the Governance Statement.				Influencing Culture (Setting a strong tone in relation to the proper use of public money)
	Regular review of in-year financial performance at Directorate and Executive Team level, and amendment of financial plans if appropriate Development and adherence to Standing Financial Instructions setting out limits of financial delegation		Internal Audit Review as part of Controls Framework review.	A&R ToR (Director of Finance) Ongoing		

What are we seeking assurance on?	First line (from front line operational areas)	Second line (oversight, effective management information)	Third line (independent and more objective assurance)	Responsible Committee/Officer/ Frequency of reporting	Executive Assurance Role	Board Governance Assurance Role
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	Development and implementation of procurement controls	Monitoring of Procurement including performance of the compliance with Procurement Duty (through Procurement Annual Report)	Internal Audit Review as part of Controls Framework review	A&R ToR (Executive Director of Finance) Annual		
	Development and implementation of financial controls and reconciliations Savings plans and measurement of delivery		Internal Audit Review as part of Controls Framework review.	Audit & Risk ToR Controls (Executive Director of Finance) Ongoing		
	Management and reporting of finance risks	Review of Corporate and local risk registers	Internal Audit	Board/ Audit & Risk ToR does not detail A&R role with financial risks (Executive Director of Finance) All meetings		

Human Resource Management	People and OD Strategy including Key Performance Indicators (including	Approval of People and OD Strategy (including KPIs)	Internal audit External audit	Staff Governance ToR – role re. risk (Director of Workforce)	ET ensures alignment of human resources with strategic priorities	Setting the Direction (Approving the People and OD
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What are we seeking assurance on?	First line (from front line operational areas)	Second line (oversight, effective management information)	Third line (independent and more objective assurance)	Responsible Committee/Officer/ Frequency of reporting	Executive Assurance Role	Board Governance Assurance Role
(Making sure that NES recruits, develops, manages and retains its staff fairly, efficiently and effectively)	relevant workforce metrics)			Triennial	and operational needs	Strategy and Workforce Plan)
	Reports on Staff Governance Standard	Review of progress against agreed KPIs (through quarterly review of metrics and dashboard with KPIs) and reports on Staff Governance Standard	Scottish Government reviews Staff Governance Monitoring data and provides feedback	Staff Governance ToR does not appear to include specifics on progress reports re KPIs (Director of Workforce) Quarterly	ET reviews performance against People and OD Strategy KPIs ET reviews reports on Staff Governance Standard ET reviews iMatter reports and initiates change where required	Holding to account (Reviewing reports on Staff Governance, the Workforce Plan, iMatter, performance against KPIs)
	Use of feedback on staff satisfaction and team working through iMatter to identify issues and affect improvements	Review of NES and national iMatter reports	Publication of iMatter comparative data by Scottish Government and thematic review	Staff Governance ToR does not explicitly cover staff related feedback and conclusions e.g. iMatter Staff Governance Committee (Director of Workforce) Annual	ET considers Establishment Control recs at each meeting	Assessing Risk (Identifying key risks relating to Human Resource Management and ensuring these are managed effectively Engaging stakeholders (ensuring that People and OD policy application is developed in partnership)

What are we seeking assurance on?	First line (from front line operational areas)	Second line (oversight, effective management information)	Third line (independent and more objective assurance)	Responsible Committee/Officer/ Frequency of reporting	Executive Assurance Role	Board Governance Assurance Role
	Monitoring quality of staff performance objectives and personal development plans to ensure alignment with directorate and NES objectives	Report on outcomes from quality assurance of performance objectives and PDPs	Internal audit	Staff Governance ToR 9.2.4 (Director of Workforce) Annual	Equalities performance data reviewed by SMLT	Influencing Culture and standards of people management across the organisation (SGC)
	Compliance with the specific statutory duties under Equality and Fairer Scotland legislation	Approval of Equality Outcomes and Mainstreaming Priorities and monitors progress reports	Equality and Human Rights Commission scrutiny	Board Staff Governance ToR (Director of Workforce) Quadrennial	Executive Equality and Diversity Champions	Board scrutiny role Equality and Diversity Non-Executive Champion role
		Monitor compliance and improvement in relation to specific equality duties through review of Equal Pay statement and workforce equality data (presented in Workforce Plan) and Fairer Scotland related reports	Scottish Government reviews Workforce Plan	Staff Governance Committee (Director of Workforce) Quadrennial		
	Ensure fair remuneration of senior staff	Remuneration Committee considers pay levels and performance of senior staff.	National Performance Management Committee Evaluation Committee reviews	Remuneration ToR (Director of Workforce) Annual		

What are we seeking assurance on?	First line (from front line operational areas)	Second line (oversight, effective management information)	Third line (independent and more objective assurance)	Responsible Committee/Officer/ Frequency of reporting
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Executive Assurance Role	Board Governance Assurance Role
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			performance ratings and provides feedback.	
	Ensure fair access to development opportunities and training progression for staff and employed trainees through 'Differential Attainment' actions	Considers reports on Differential Attainment initiatives and information.		Education & Quality ToR (Directors of education directorates) As required
	Whistleblowing Policy and processes to encourage staff and others to raise public interest concerns and ensure these are investigated and reported effectively	Quarterly updates on the whistleblowing portfolio provided to Staff Governance Committee Annual report on handling of whistleblowing concerns Non-Executive Whistleblowing Champion	Independent external review of Whistleblowing concerns referred to the Independent National Whistleblowing Officer.	Staff Governance Committee ToR (Director of Planning) Quarterly
	Maintenance of risk registers relating to human resources	Review of corporate and directorate risk	Internal audit	Staff Governance Risk ToR Board

Executive Team role in reviewing reports	Holding to account for whistleblowing policies and practice. Assessing risks identified in whistleblowing concerns Influencing the culture to encourage staff and others to report public interest concerns Non-Executive Whistleblowing Champion role

What are we seeking assurance on?	First line (from front line operational areas)	Second line (oversight, effective management information)	Third line (independent and more objective assurance)	Responsible Committee/Officer/ Frequency of reporting
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Executive Assurance Role	Board Governance Assurance Role
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		registers relating to NES workforce		(Director of Workforce) Quarterly
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Change Management (Making sure that NES manages significant service change and any consequential organisational change)	Business cases and plans for service re-design and change (including explicit information on impact and efficiency and Stakeholder Engagement Plan)	Plans for service re-design and progress reports Organisational Change Policy and Procedures approved	Internal audit External audit	Staff Governance ToR does not include a specific role for SGC in relation to organisational change (Director of Workforce)
	Organisational Change Policy and Procedures	Change Programme risk register reviewed		
	Change Management Programme Board authorises and monitors organisational change processes	Minutes of Change Management Programme Board meetings		
	Organisational Perf. Imp. Programme processes	Quarterly report from the OPIP team		Staff Governance ToR does not include a specific

ET reviews and authorises business cases and plans for service re-design and change	Setting the direction (Approving the Organisational Change Policy) Holding to account Assessing risk
Change Management Programme Board authorises and monitors organisational change processes	Engaging stakeholders (Ensuring NES follows consultation and engagement processes (Board))
Transformation Group oversees delivery of Corporate Improvement Programme.	Influencing culture (Ensuring NES is focused on improvement in all aspects of its work)

What are we seeking assurance on?	First line (from front line operational areas)	Second line (oversight, effective management information)	Third line (independent and more objective assurance)	Responsible Committee/Officer/ Frequency of reporting	Executive Assurance Role	Board Governance Assurance Role
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				role for SGC in relation to organisational change (Director of Workforce)		
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Risk Management (Making sure that NES identifies and manages key risks to its services, stakeholders and the organisation)	ET review of NES Risk Strategy and Risk Management Framework and Risk Appetite	Review and approval of Risk Strategy and Management Framework Annual review of risk appetite	Internal audit reviews External audit Internal audit	Audit & Risk (ToR) (Executive Director of Finance) As required Board (Executive Director of Finance) Annual	ET reviews reports on risk registers ET advises on Risk Strategy and Risk Management Framework	Setting the Direction (Approving the Risk Strategy Risk Appetite and Management Framework, determining NES's risk appetite)
	Development and local review of corporate and directorate risk registers.	Regular review of the Corporate Risk Register	Internal audit	Board (Executive Director of Finance) All Board meetings		Holding to account (Reviewing corporate and directorate risk registers to check key risks are identified and managed effectively)
	Recording and monitoring of directorate and project risks using	Review of the most significant (Primary rated) Directorate risks	Internal audit	All standing committees (A&R Committee ToR does not mention specific		Assessing risk (Identifying key risks to NES business)

What are we seeking assurance on?	First line (from front line operational areas)	Second line (oversight, effective management information)	Third line (independent and more objective assurance)	Responsible Committee/Officer/ Frequency of reporting	Executive Assurance Role	Board Governance Assurance Role
	Risk Management System			role in monitoring financial risks) (Executive Lead Officers) Quarterly		
	Quarterly Risk Register Review Process in directorates.	Reports on Standing Committees' review, handling and identification of risks				
	Reports to Exec Team on directorate risk registers	Review of Audit Scotland reports		(Director of Finance) Quarterly		

Information Management (Making sure that NES only collects the data it needs, the data is kept securely and is only accessed by the correct people)	Development and implementation of Information Management Strategy	Review of Caldicott Guardian annual report	Internal audit External audit	Board (Director of NES Technology) Annual	Executive Team approves organisational policies, plans and processes for information management.	Setting the direction (Approve strategy)
	Policies, plans and processes for information governance, cyber security, records management, Freedom of	Annual Information Governance & Security report reviewed	The Digital Health & Care Strategic Portfolio Board reviews and provides feedback on regular reports from the NES Digital Service	Technology and Information Committee (ToR) (Director of NES Technology) Annual	Executive Team monitors Information Management through reports in areas such as Freedom of Information and data protection.	Holding to account (Review and challenge progress reports from Digital. Review Data incident reports)

What are we seeking assurance on?	First line (from front line operational areas)	Second line (oversight, effective management information)	Third line (independent and more objective assurance)	Responsible Committee/Officer/ Frequency of reporting	Executive Assurance Role	Board Governance Assurance Role
	Information and intellectual property Information management policies, plans and processes (including cyber security arrangements) aligned with relevant legislation, international quality standards and Scottish Government policy/strategies		Internal Audit. A specific IT Risk Universe conducted to target internal audit resource towards the areas assessed as most high risk.	Technology and Information Committee (ToR) (Director of NES Technology) As required		Assessing risk (Understand the kind of information risks NES could be exposed to and seek assurance on how these are addressed) (Digital Sub-Committee) Engaging stakeholders (how do we communicate how we use the data we hold)
	Role-based access to information systems and dashboards		Internal Audit	Technology and Information Committee (ToR) (Director of NES Technology) As required		influencing culture
	Development, implementation and audit of Information Security Management System		Internal audit	Technology and Information Committee (ToR) (Director of NES Technology) As required		

What are we seeking assurance on?	First line (from front line operational areas)	Second line (oversight, effective management information)	Third line (independent and more objective assurance)	Responsible Committee/Officer/ Frequency of reporting	Executive Assurance Role	Board Governance Assurance Role
	Information Asset Register and Data Protection Impact Assessment Register			Technology and Information Committee (ToR) (Director of NES Technology) As required		
	Business continuity/disaster recovery systems and processes	The Executive Team has reviewed and commented on the iterative development of Technology and Information Committee (ToR) (Director of NES Technology) As required Business Continuity plans.		Technology and Information Committee (ToR) (Director of NES Technology) As required		
	Provision of cloud-based information management systems for safe data storage, retrieval and sharing		External penetration testing of NES internal network	Technology and Information Committee (ToR) (Director of NES Technology) As required		
	Cyber security based on agreed processes for	Scrutiny of training data				

What are we seeking assurance on?	First line (from front line operational areas)	Second line (oversight, effective management information)	Third line (independent and more objective assurance)	Responsible Committee/Officer/ Frequency of reporting	Executive Assurance Role	Board Governance Assurance Role
	authentication and registration of system users and investment in firewall technologies					
	Mandatory training of all NES staff on Information Governance.			Staff Governance (ToR) (Director of Workforce) As required		
	Assessment and management of risks relating to data management			Technology and Information Committee (ToR) (Director of NES Technology) Quarterly		
	Development of Information Governance and Information Security documentation to evidence compliance with Scottish Government Network and Information Systems (NIS)	Review of Digital Progress report	Annual Scottish Government audit of Information Governance and Information (Cyber) Security policies and procedures	NES Board (Director of NES Technology) As required		

What are we seeking assurance on?	First line (from front line operational areas)	Second line (oversight, effective management information)	Third line (independent and more objective assurance)	Responsible Committee/Officer/ Frequency of reporting	Executive Assurance Role	Board Governance Assurance Role
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	directive and regulations, 2018					
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NHS Education for Scotland

NES/24/86/

Agenda Item: 11b

Meeting Date: 21 November 2024

Public Board Meeting

1. Title of Paper

1.1 2025-26 Board and Committee Meeting Dates

2. Author(s) of Paper

2.1 Della Thomas, Board Secretary and Corporate Governance Principal Lead

3. Lead Director(s)

3.1 Christina Bichan, Director of Planning and Performance

4. Situation/Purpose of paper

4.1 The 2025/26 Board and Committee Meeting dates are brought to the Board for review and approval.

5. Background and Governance Route to Meeting

5.1 The Board approve their schedule of meetings on an annual basis and following this, calendar invitations are issued. This enables non-executives, executives and senior managers to protect time well in advance, for essential Board and Committee governance meetings. It also allows for the schedules of business to then be prepared for the Board and Committees.

5.2 As per the 2024/25 Business period, the summer recess has again been scheduled for the month of July. Further to feedback and improvement points, the August meetings have been scheduled a bit later in August to better allow for paper production.

- 5.3 In addition, in line with Internal Audit recommendations, the new Planning and Performance Committee (PPC) has been scheduled ahead of the Board meetings where the quarterly Strategic Key Performance indicators (SKPIs) are reviewed and approved by Board.
- 5.4 The same meeting days as per the 2024/25 schedule of meetings has been followed:
- Board, Board Development, Audit and Risk Committee (ARC), Education and Quality Committee (EQC) and Staff Governance Committee (SGC) meet on a Thursday morning. The exception to this is the 23 April 2025 Board Development Meeting, which has been scheduled on a Wednesday to align with availability of the Public Health Scotland (PHS) Board, as this will be a joint Board Development meeting with PHS.
 - PPC meetings have been scheduled on either a Monday, Wednesday or Friday morning to align with the availability of the PPC Chair and the executive leads.
 - Remuneration Committee meet on a Wednesday morning.

6. Assessment/Key Issues

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

- 6.1 Without this strategic overview, taken as part of the scheduling of the meetings, there is a risk that the correct governance sequencing of papers is not achieved, which could result in delayed decision making and/or poor corporate governance, as per cover paper checklist item d).
- 6.2 Cover paper checklist items e) and g) have been considered in setting the dates for the Board and Committee meetings, so that the sequencing of equality and diversity and emergency climate change and sustainability items will flow through the correct governance sequencing. Governance sequencing for other items such as financial and performance reports has also been considered.
- 6.3 Cover paper checklist item h) has been considered and once approved, all 2025/26 Public Board dates will be published onto the external Board website.
- 6.4 The Board usually have 5 Board Development meetings scheduled per year. In keeping with 2024/25, it is proposed that we do not schedule a Board Development meeting in August and hold 4 meetings instead of the usual 5. If business needs emerge and a 5th meeting is required, then this will be scheduled in year.

- 6.5 As per our usual practice, the ARC will scrutinise the Annual Accounts in advance of full Board at the ARC meeting scheduled for 12 June 2025. To enable time for any changes to be made following this meeting, the June Private Board meeting is scheduled for 26 June 2025. The Board have previously agreed that both meetings will be extended in length to enable comprehensive scrutiny of the Annual Report and the Annual Accounts. The informal Annual Accounts Workshop will not be scheduled for 2025.
- 6.6 The Board and Committee schedule of meetings has been shared in advance with Chairs and Executive Leads to identify any potential diary clashes and it has been amended accordingly.

7. Recommendations

- 7.1 The Board is invited to approve the 2024/25 schedule of meeting dates for the NES Board and NES Committees.

Author to complete **checklist**.

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

- a) Have Educational implications been considered?
- Yes
 No
- b) Is there a budget allocated for this work?
- Yes
 No
- c) Alignment with [Our Strategy 2023 – 26 People, Partnerships and Performance](#)
1. People Objectives and Outcomes
 2. Partnership Objectives and Outcomes
 3. Performance Objectives and Outcomes
- d) Have key strategic risks and mitigation measures been identified?
- Yes
 No
- e) Have Equality, Diversity, Human Rights and health inequality issues been considered as per [Fairer Scotland Duty: Guidance for Public Bodies](#) and

Corporate Parenting as per the [Children and Young People \(Scotland\) Act 2014](#)?

Yes

No

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

Yes

No

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

Yes

No

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

Yes

No

Author name: Della Thomas

Date: November 2024

NES

NES Board and Committee Dates 2025/26

Month		Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26
BOARD & COMMITTEES													
NES Public Board	Meets six times a year		Thu 22-May			Thu 21-Aug	Thu 25-Sep		Thu 20-Nov			Thu 05-Feb	Thu 26-Mar
NES Private Board	Three planned meetings		Thu 22-May	Thu 26-Jun								Thu 05-Feb	Thu 26-Mar
NES Board Development Days	Four sessions	Wed 23-Apr		Thu 26-Jun				Thu 23-Oct			Thu 22-Jan		
Education & Quality Committee	Meets four times a year		Thu 08-May				Thu 11-Sep			Thu 04-Dec			Wed 05-Mar
Audit and Risk Committee	Meets four times a year	Thu 24-Apr		Thu 12-Jun				Thu 02-Oct			Thu 15-Jan		
Staff Governance Committee	Meets four times a year		Thu 01-May			Thu 14-Aug			Thu 06-Nov			Thu 19-Feb	
Remuneration Sub-Committee	Meets three times a year			Wed 18-Jun				Wed 01-Oct	Wed 26-Nov				
Planning and Performance Committee	Meets four times a year		Fri 02-May			Mon 11-Aug			Mon 10-Nov		Wed 28-Jan		

Approved at ARC meeting 03 October 2024

NHS Education for Scotland

AUDIT AND RISK COMMITTEE

Seventeenth Audit and Risk Committee held on Thursday 13 June 2024 via Microsoft Teams, 09:30 – 11:30

Present: Jean Ford, Non-Executive Director, and Chair
Ally Boyle, Non-Executive Director
Olga Clayton, Non-Executive Director

In attendance: Jenn Allison, Senior Officer (minute taker)
Jim Boyle, Executive Director of Finance
Carole Grant, Audit Scotland, External Audit
Monica Halcro, Senior Manager, Finance (item 11)
Laura Howard, Deputy Director of Finance
James Lucas, KPMG, Internal Audit (until 11:00)
Christopher McClelland, Audit Scotland, External Audit
Kenny McLean, Principal Lead, Procurement, Finance (item 12)
Angela Moodie, Director of Finance, Healthcare Improvement Scotland (HIS) (Observing)
Karen Reid, Chief Executive and Accountable Officer
Helen Russell, Audit Scotland, External Audit
Della Thomas, Board Secretary and Corporate Governance Principal Lead
Christopher Wroath, Director NES Technology Service (NTS) (item 9a)

1. Welcome and Introductions

- 1.1 The Chair welcomed everyone to the meeting, including Angela Moodie from HIS who was observing the Committee as part of her ongoing development.
- 1.2 The Chair informed the Committee that Christopher Wroath would be in attendance for item 9a Internal Audit NTS Strategic Planning report, Monica Halcro would be in attendance for item 11a-c Annual Accounts, and Kenny McLean would be in attendance for item 12 Procurement reports.
- 1.3 The Chair informed the Committee that standing agenda items regarding the delegated Strategic Key Performance Indicators (SKPIs), delegated Strategic Risk and the quarterly report on progress against the Climate Emergency and Sustainability Strategy items had been removed from the June Committee agenda. This was because reports in relation to all these items had been to the recent 23 May 2024 NES Board. The Chair remarked that these reports will appear as regular quarterly items on future Committee agendas.
- 1.4 Jim Boyle added that the NES Climate Emergency and Sustainability Strategy, which was approved by the Board on 23 May 2024, will be published in July 2024.

2. Apologies for absence

- 2.1 Apologies were received from Gillian Mawdsley, Non-Executive Director, David Garbutt, NES Board Chair and Syed Shah, KPMG, Internal Audit.

3. Declarations of interest

- 3.1 There were no declarations of interest in relation to items on the agenda.
- 3.2 The Chair of the Committee declared a connection with NHS Ayrshire and Arran during item 10a.

4. Notification of any other urgent business

- 4.1 There was no other business raised for discussion.

5. Draft Minutes of the Audit and Risk Committee, 24 April 2024

NES/AR/24/38

- 5.1 The draft minutes were approved as an accurate record.

6. Action list of the Audit and Risk Committee

NES/AR/24/39

- 6.1 Members noted that 8 of the 13 actions have been marked as complete and 5 remain in progress. The following updates were provided:
- 6.2 It was agreed that an update in relation to action 10.7 from 24 April 2024 meeting to report on progress of improvements to prevent annual losses will come to the 05 October 2024 meeting.
- 6.3 Regarding action 8.23 from 24 April 2024 meeting, James Lucas provided an update that discussions have taken place with NES Management regarding whether the actions in relation to the Complaints Audit should be considered by other Committees. Della Thomas added that this action has brought about a wider discussion regarding complaints reporting. She advised that the Education and Quality Committee (EQC) have the Board delegated responsibility for the scrutiny of complaints and in the past, they have done this annually through the Annual Feedback, Comments and Complaints report, which has then been sequenced to Board.
- 6.4 Della Thomas went on to report that as a consequence of the Complaints Internal Audit, the EQC now receive quarterly complaints reports, however there is a question if the EQC remains the correct Committee for this delegated role and also a question if quarterly complaints reports should also come through the Board. She advised that the Board Chair intends to raise this for discussion at a forthcoming NES Committee Chairs meeting. This action will remain in progress and a further update will be provided at the next ARC. James Lucas added that he would be happy to attend other NES Committees in relation to internal audit reports if required.

- 6.5 Jim Boyle updated that action 15.4 from 18 January 2024 can be marked as complete as the Strategic Key Performance Indicator (SKPI) report with red, amber and green status has been implemented.
- 6.6 The Chair of the ARC informed the Committee that a meeting has been arranged with Christina Bichan, Director of Planning and Performance, to discuss developing a policy register, in relation to action 14.7 from the 18 January 2024 meeting.
- 6.7 The Committee agreed to close action 13.2 from 05 October 2023 meeting to review risk controls in relation to protection of staff in light of the Lucy Letby case and reports of sexual misconduct against female surgeons. Karen Reid informed the ARC that there is extensive work ongoing in Medical in terms of developing training to prevent sexual misconduct and that Scottish Government (SG) are working with Territorial Boards in relation to patient safety, with NES' role in this area to upskill workers. The risk team are also working closely with colleagues to ensure controls are up to date and the risk register will be reviewed by Executive Team (ET) in advance of the next ARC meeting.
- 6.8 Della Thomas left the meeting.

7. Matters arising

- 7.1 The Chair of the Committee updated that the NES draft Climate Emergency and Sustainability Strategy was approved by the Board at the 23 May 2024 meeting.

8. Internal Audit

a) NTS Strategic Planning

NES/AR/24/40

- 8.1 The Chair welcomed Christopher Wroath, Director of NTS to the meeting.
- 8.2 James Lucas introduced the report which reviewed the planning process in place to prioritise and deliver NTS programmes against NES and Scottish Government Strategies in terms of importance and resource requirements.
- 8.3 James Lucas informed the Committee that Internal Audit provided an overall assessment of 'significant assurance'. He reported that there are robust governance arrangements in place to ensure effective coordination, management oversight and accountability in the delivery of NTS projects.
- 8.4 The Committee noted the 2 low risk actions to link the (SG) domain deliverables to NES Strategic themes in the planning system MiTracker and ensure reports to SG are completed consistently.
- 8.5 Christopher Wroath informed the Committee that there is an ongoing project to replace MiTacker, however this recommendation will be built into requirements for any new planning system.

8.6 The Committee noted the report and the assurance provided, noting the report will be submitted to the Technology and Information Committee (TIC) for monitoring of the management actions to closure, seeking further updates as they deem appropriate.

8.7 The Chair congratulated Christopher Wroath and his team on such a positive report. She thanked Christopher for attending and he left the meeting.

b) Annual Internal Audit Report NES/AR/24/41

8.8 James Lucas introduced the 2023/24 internal audit annual report, which summarised findings in relation to the planned internal audit coverage and output; implementation of recommendations; and the Internal Audit Opinion.

8.9 The Head of Internal Audit opinion is that 'significant assurances with minor improvements' can be given on the overall adequacy and effectiveness of NES' framework of governance, risk management and control.

8.10 The internal audit plan included 5 reviews (plus quarterly follow up reviews). The Committee noted sufficient audit of key areas was carried out to enable an internal audit opinion to be provided for the 2023/24 financial year.

8.11 The Committee noted that the property transaction monitoring report was not required, that it had been agreed that the advisory review over the Governance at NHS Scotland Academy was no longer necessary, and that the internal audit of the Climate Change strategy had been deferred to the Internal Audit plan for 2024-25.

8.12 The Committee noted that as at the end of the financial year 2023-24 there were 26 outstanding actions, 10 of which were overdue, however James Lucas explained that progress has been made in closing overdue actions since the start of the new financial year.

8.13 James Lucas thanked the NES ET for providing positive feedback via the KPMG stakeholder survey, which also brought new ideas in terms of approaching audits such as budget handling and complaints handling.

8.14 Jim Boyle reflected that KPMG have conducted high standard internal audits and noted that the Additional Cost of Teaching (ACT) audit was carried out extremely well and he felt that this audit benefited from conducting interviews with external stakeholders, suggesting that this may be useful in future audits.

8.15 The Committee confirmed they were content that the report provided them with assurance.

c) Status Update and Progress Report NES/AR/24/41

- 8.16 James Lucas presented the report which updated the Committee on the progress against delivery of the Internal Audit plans for 2023-24 and 2024-25, and 6 follow-up audit actions related to the NTS Directorate.
- 8.17 James Lucas informed the Committee that all 5 internal audits from the Internal Audit plan for 2023-24 have been completed and work has progressed in conducting internal audits for 2024-25.
- 8.18 The Committee noted the information within the report and noted that the 6 NTS action are now complete. The Committee confirmed they were content that the report provided assurance.
- 8.19 Della Thomas returned to the meeting.

9. Annual Reports of the NES Board Standing Committees NES/AR/24/43

- 9.1 The Chair invited Della Thomas to present the annual reports.
- 9.2 Della Thomas highlighted that the annual reports provide the ARC with evidence and assurance as to the extent to which each Committee has effectively discharged its remit and responsibilities during the period of 01 April 2023 to 31 March 2024. The reports form part of the evidence which the ARC considers as part of the whole system of internal control, when reaching a view as to the appropriateness of the Governance Statement contained within the Annual Report and Accounts.
- 9.3 Della Thomas informed the Committee the reports have been reformatted to as requested by the ARC and she thanked everyone involved in preparing the reports.
- 9.4 Della Thomas advised that each report had been approved by the relevant Committee, with small changes requested by the Staff Governance Committee and Education and Quality Committee, as detailed in the cover paper.
- 9.5 The Committee confirmed that the NES Board Standing Committees have obtained appropriate assurance to enable them to discharge their duties and responsibilities and approved the Annual Reports.

10. Service Audit Reports NES/AR/24/44

- 10.1 The Chair invited Laura Howard to introduce the report.
- 10.2 Laura Howard introduced the Service Audit Reports which provided the Committee with a summary of the 4 Service Audit reports received for the 2023-24 financial year. She advised that these reports related either to business activity which NES outsources or to national systems used by NES. As NES is not responsible for managing these systems, these audits provide assurance that the design, implementation and maintenance of controls relating to these systems are effective.

- 10.3 The Chair of the Committee declared a connection as she is also a member of the NHS Scotland Ayrshire and Arran Board, however it was not deemed necessary for her to leave the meeting.
- 10.4 The Committee noted that the Service Audit report for services provided by NHS Ayrshire and Arran for the National Single Instance Financial Ledger Services contained an unqualified opinion, highlighting that the controls related to the control objectives were suitably designed and operated effectively throughout the period from 01 April 2023 to 31 March 2024.
- 10.5 The Committee noted that the “Payroll Services for all NES employed staff, including doctors in Training through the Lead employer model” and the “Practitioner Services Payments to Primary Care Practitioners in Medicine, Dentistry and Pharmacy” Service Audit reports provided by NSS, contained an unqualified opinion, highlighting that the controls related to the control objectives were suitably designed and operated effectively throughout the period from 01 April 2023 to 31 March 2024.
- 10.6 The Committee noted that the IT Services, including ePayroll, Service Audit report for services provided by NSS, contained a qualified opinion, concluding that the quarterly user review and the new joiners and leavers controls were not designed appropriately during the period 1 April 2023 – 31 March 2024.
- 10.7 Laura Howard assured the Committee that NES have adequate internal controls in place to ensure the access is removed where required in relation to joiners, movers, leavers processes.
- 10.8 Laura Howard also assured the Committee that NSS have arranged additional audits in this area to help identify further improvements. Jim Boyle added that this has been discussed by the NHS Scotland Directors of Finance (DoF) and that updates on progress will be received at future DoF meetings.
- 10.9 The Committee noted that they had access to the full reports for scrutiny. The Committee were assured that the services provided operated effectively, and that there was no impact on the financial reporting in the NES accounts from these qualifications.

11. 2022/23 Board Annual Accounts

a) External Audit Report 2022/23 Accounts and Letter of Representation (Audit Scotland) NES/AR/24/45

- 11.1 The Chair welcomed Monica Halcro to the meeting and invited Carole Grant and Helen Russell to introduce the External Audit Report for Assurance.
- 11.2 Carole Grant advised the Committee that the External Auditors intend to issue an unqualified audit opinion for the financial year ending 31 March 2024. Carole Grant went on to report that NES operated within its Revenue Resource Limit of £700.7 million for the 2024/24 financial year.

- 11.3 The Committee noted that no issues have been identified with the systems of internal control and that NES has appropriate budget monitoring and fraud detection arrangements in place, and effective and appropriate financial arrangements in place to continue to deliver services and ensure financial sustainability.
- 11.4 The Committee noted that overall materiality was revised on receipt of the unaudited annual report and accounts to £16.3 million. Performance materiality was set at 75% of overall materiality, reflecting the scale of previous year's adjustments.
- 11.5 Carole Grant informed the Committee that no material misstatements were identified. The Committee noted that one non-material misstatement was identified to be corrected, in relation to the accrual and provision for fixed term contract redundancy payments. If corrected, this would decrease net expenditure by £787,000 and increase the net assets in the statement of financial position by the same amount. Total gross misstatements identified were £0.31 million.
- 11.6 The Committee noted the 2 recommendations made to: conduct a review of the dilapidation provision in 2024-25 and review the methodology around these accruals and provisions. The Committee were content with the recommendations and noted that work was already underway to make improvements in these areas.
- 11.7 Jim Boyle thanked the External Auditors for positive engagement throughout the year.
- 11.8 The Committee requested that further information is provided in relation to dilapidations in relation to the Glasgow and Dundee offices and noted a correction that ARC papers are not public, but the approved minutes are.
- 11.9 The Committee asked that the amendments discussed were reflected in the cover paper to the 27 June 2024 Private Board for the Board to note.

Action: CG/JB

**b) Draft Annual Report of the Audit and Risk Committee and Associated Reports
NES/AR/24/46**

- 11.11 The Chair invited Della Thomas to present the ARC Annual Report which included the ARC 2023-24 member attendance record, the 2024-25 Schedule of Business and the Best Value Report.

- 11.12 Della Thomas introduced the report, which summarised how the Audit and Risk Committee have discharged their remit and the responsibilities as delegated by the Board during financial year 2023-24. She advised that the annual report has been streamlined and re-formatted this year in line with feedback from the feedback from the ARC and the Board last June.
- 11.13 Laura Howard informed the Committee that the Best Value report has been updated to be more concise as requested by the ARC at the 15 June 2023 meeting.
- 11.14 The Committee requested that paragraph 2.5 was changed from 2024 to 2023, and that the reference in paragraph 6.3 to the Draft Strategic Risk Appetite being approved by the Committee via correspondence, was checked as this seemed to refer to a date outwith the scope of the 2023-24 Annual Reporting period. The Committee asked that an error in Appendix A ARC Attendance, was amended as Syed Shah is from KPMG, not Audit Scotland.
Action: DT/LH
- 11.15 With the above mentioned changes, the Committee approved the submission of the annual report of the Audit and Risk Committee to the 27 June 2024 Private Board meeting.

c) Annual Report and Accounts for year-end March 2024 NES/AR/24/47

- 11.16 The Chair invited Jim Boyle and Laura Howard to present the Annual Report and Accounts.
- 11.17 Jim Boyle introduced the paper, which presented the draft annual accounts for the financial year 2023-24. Jim Boyle gave particular thanks to the Finance team for their work on the Annual Accounts and to Directorate colleagues for their input.
- 11.18 The Committee noted that in the past, Annual Accounts and Annual Report informal workshops had been held for all Board members to attend. However, the Board agreed that workshops would not take place as scrutiny should take place formally within the June ARC and the Private Board meeting, therefore no workshops were organised for the 2022-23 reporting period nor for the 2023-24 reporting period.
- 11.19 Jim Boyle gave a short PowerPoint presentation which provided high level background on the documentation used in preparation of the accounts and the changes to the size of the budget in comparison to previous years.
- 11.20 Laura Howard advised the Committee that the Annual Accounts reports against the NES Strategy, highlighting progress against people, partnership and performance throughout the year.
- 11.21 The Committee noted that NES' budget has increased from £90.2m to £815.1m (9.8%) since last financial year and that this is mainly due to pay

awards of £63m and the increase in ACT funding and training grade expansion of £27m.

- 11.22 Jim Boyle informed the Committee that NES has achieved all the agreed financial targets for this financial year in terms of a Revenue Surplus of £0.2m, a Capital Surplus of £0.03m and a Cash Requirement which was Breakeven.
- 11.23 The Committee also noted that NES has also exceeded the savings target set in April 2023 and delivered further savings in response to the instruction from the Director General to support the wider system: Cash-Releasing Efficiency Savings (CRES): £4.5m; Discretionary Spend Savings: £2.2m; Non-Recurring Savings: £6.9m; Total savings delivered in year: £13.6m.
- 11.24 The Chair opened the meeting to questions. The Committee remarked on the high standard of the annual report and annual accounts. The Committee highlighted that reporting throughout the year had been excellent and as such there are no surprises in the information, or the figures presented.
- 11.25 The Committee highlighted that clarification is required in relation to the different colour coding used to denote on track and completed actions on page 11, questioning if the correct colour coding had been applied in relation to the use of the red, amber, green and blue ratings. **Action: JB**
- 11.26 A question was raised regarding accuracy of the non-executive director vacancy highlighted on the table on page 31 as new non-executive members had joined the Board. Della Thomas confirmed that the information was correct as the number of applications received and the number of appointments made for the non-executive directors joining the Board 01 May 2023 had been recorded in the 2022-23 Annual Report. She advised that the 2023-24 Annual Report records the appointment round we have had for one non-executive vacancy but as we didn't appoint during that round we have included as much information as we can at this stage.
- 11.27 A question was raised in relation to clinician figures on page 39 and Laura Howard confirmed that changes to figures are due to pay award and pay progression.
- 11.28 Discussion took place regarding the agency staff and staff turnover figures. Jim Boyle explained that there are a high number of short-term commissions, particularly in the NTS Directorate. He noted that late confirmation of funding has often resulted in delays to recruitment and/or current fixed term staff leaving for alternative opportunities. Jim Boyle explained that this results in further reliance on agency staff being recruited and he assured the Committee that conversations continue with SG regarding baselining and bundling funding.
- 11.29 The Committee suggested that wording is strengthened in relation to equality and diversity impact assessments, the Fairer Scotland Duty and the Anchors plan. The Committee agreed that this should be noted for an area of development within the 2024-25 financial years annual accounts. **Action: JB**

- 11.30 The Committee thanked the finance team and all the others involved for their hard work and congratulated them on the standard of the annual report and annual accounts. The Committee noted that due to excellent reporting to both the ARC and the NES Board throughout the year, they have been well informed and therefore the annual accounts reflect results that were expected.
- 11.31 With the above mentioned changes, the Committee confirmed that they were satisfied with the 2023-23 Annual Report and Accounts and recommended them to the Board for approval. **Action: JB/LH**

12. Procurement Reports

a) Annual Procurement Report

NES/AR/24/48

- 12.1 The Chair welcomed Kenny McLean to present summary results of the 2023/24 financial year and an update on procurement activity during Quarter 3-Quarter 4 of 2023/24.
- 12.2 Kenny McLean informed the Committee that the Procurement team have worked to maximise best value where possible, under challenging circumstances due to funding pressures and savings targets, adding that savings targets have been achieved.
- 12.3 Kenny McLean informed the Committee that a number of fixed price contracts are coming to an end and it is anticipated costs will rise with the rate of inflation and could therefore be considerably higher. Kenny McLean gave the example of the e-library subscription service which provides clinicians with access to journals.
- 12.4 The Committee noted that the procurement team continue to engage with Small to Medium Enterprises (SMEs) and that the number of contracts with SMEs has slightly decreased on the previous financial year. Kenny McLean informed the Committee that SMEs can struggle to meet the terms of tenders and that discussions are taking place with national procurement colleagues regarding how to improve this.
- 12.5 Discussion took place regarding the volume and value of waivers which are around 30%. Jim Boyle informed the Committee that waivers are an exception and are often due to NES having specific bespoke requirements. Kenny McLean agreed to provide the Committee with further detail regarding waivers to provide them with further assurance that waivers are appropriate. **Action: KM**
- 12.6 The Committee were content with the information in this report which provided assurance that procurement activity within NES is being conducted in line with appropriate legislation and within the principles of best value.

b) Annual Procurement Equality Duty Report

NES/AR/24/49

- 12.7 The Chair invited Kenny McLean to present results of the Annual Equality Duty Report, which updated the Committee on the governance and delivery of the equality and diversity actions relating to NES' Procurement Duty.
- 12.8 Kenny McLean informed the Committee that NES has a strong ethical procurement policy that suppliers must meet on top of the SG Procurement Act.
- 12.9 The Committee commented that the report demonstrated that ethical procurement is strongly embedded into processes.
- 12.10 The Committee were content with the information in the report and with the processes and activities in place to deliver the Procurement Duty and Equalities priorities.
- 12.11 Kenny McLean left the meeting.

13. Audit Scotland Reports

- 13.1 There were no new Audit Scotland Report available for noting.

14. Q4 Counter Fraud Services Report

- 14.1 The Committee noted the Quarter 4 Counter Fraud Services report.

15. Review of Committee Effectiveness

- 15.1 The Chair invited the Committee to provide feedback regarding the effectiveness of the meeting.
- 15.2 The Committee agreed that it had been a good meeting, covering a broad range of the ARC remit through quality papers and helpful contributions from both members and attendees.

16. Date and time of next meeting

- 16.1 The next meeting of the Audit and Risk Committee will be held on Thursday 03 October 2024 at 09:30.
- 16.2 A Private meeting between ARC members and the Internal and External Auditors was scheduled to take place at 13:00 on 13th June.

Approved by ARC Committee Chair 03 October 2024

NES

July 2024

JA/LT/CD/DT/JF/JB

Approved Minute

NHS EDUCATION FOR SCOTLAND

NES/SGC/24/52

Minutes of the Eighty Fifth Staff Governance Committee held on Thursday 22 August 2024, 10:15 – 13:00pm

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

Present: Nigel Henderson (NH), Committee Chair
Lynnette Grieve (LG), Non-Executive Director / Employee Director
Gillian Mawdsley (GM), Non-Executive Director, Whistleblowing Champion
James McCann (JMcC), Ex-Officio member, Staff Side (Unison)
Matt Newman (MN), Ex-Officio member British Medical Association (BMA)

In attendance: Tracey Ashworth-Davies (TAD), Deputy Chief Executive (Corporate) / Workforce Director
Ameet Bellad (AB), Senior Specialist Lead, Workforce (Item 14)
Rob Coward (RC), Principal Educator, Planning & Corporate Resources (Item 15)
Nancy El-Faragy (NEF), Manager, Planning and Corporate Resources (Item 16)
Ann Gallacher (AG), Senior Admin Officer / Committee Secretary (Minute-Taker)
David Garbutt (DG), Board Chair
Janice Gibson (JG), Associate Director, Organisational Development, Leadership and Learning (ODLL)
CarolAnne Keogh (CK), Head of Service, Human Resources (HR) (Items 10, 11 and 19)
Alex Murray (AM), Health & Safety Advisor (Item 12 and Observer)
Lorraine Scott (LS), Associate Manager, Chair and CEO office (Item 13)

A G E N D A

1.	Chair's welcome and introductions	
1.1	The Chair welcomed everyone to the 85 th Staff Governance Committee (SGC) meeting especially Matt Newman who was appointed as an ex-officio member of the Staff Governance Committee at the Partnership Forum (PF) meeting on 03 June 2024.	
1.2	Alex Murray was also welcomed to the meeting.	
2.	Apologies for absence	

2.1	Apologies for absence were received from the following regular Committee meeting attendees: Christina Bichan, Director of Performance and Planning, Debbie Lewsley, Risk Manager, Planning & Corporate Resources, Karen Reid, Chief Executive and Della Thomas, Board Secretary and Principal Lead (Corporate Governance).	
2.2	Apologies were noted from Laura Allison, Associate Director, Workforce who was noted on the agenda at item 10.	
3.	Notification of any other business	
3.1	There were no notifications of any other business.	
4.	Declarations of interests	
4.1	As per the new Model Code of Conduct, the Chair asked Committee members if there were any declarations of interest in relation to the business of today's meeting and if so, to clarify to which item this related.	
4.2	There were no declarations of interest.	
5.	Draft Minutes of Staff Governance Committee meeting held on 29 April 2024	NES/SGC/24/32
5.1	The Committee highlighted minor typographical errors on the minutes and the paragraph points had been emailed to Ann Gallacher for correction.	
5.2	The Committee confirmed the minutes were an accurate record of the meeting and were happy to approve the minutes with the typographical errors amended.	
6.	Action Status Report and other matters arising	NES/SGC/24/33
6.1	The Committee noted that fourteen actions were marked as complete on the action list and there were no outstanding actions.	
6.2	The Committee approved the completed action list.	
	<u>Lead Executive Report</u>	
7.	Director of Workforce Report	NES/SGC/24/34
7.1	The Chair invited Tracey Ashworth-Davies to introduce the Director of Workforce Report.	
7.2	Tracey Ashworth-Davies introduced the report and highlighted two key topics to the Committee: the good work that the National Trainee Services (NTS) had done with Doctors and Dentists in Training (DDiTs) to meet the recruitment deadlines and the good work the Centre for Workforce Supply (CWS) had done.	
7.3	The Committee welcomed the report and asked if the funding gap would create a shortage of pharmacists in the future and if this would be highlighted to the	

	Scottish Government (SG). Tracey Ashworth-Davies responded that this will be taken back to the team to understand what data is available on pharmacists currently and potential future trends.
7.4	The Committee asked for an update on the Head of Programme vacancy in Organisational Development, Leadership and Learning (ODLL). Tracey Ashworth-Davies responded that the new Head of Programme starts in NES on 23 September 2024 and will be line managed by Janice Gibson.
7.5	The Non-Executive Director, Whistleblowing Champion welcomed the references in the Line Managers Handbook to whistleblowing and sustainability and asked how often the handbook would be updated and reviewed. Tracey Ashworth-Davies responded that the handbook will be updated continuously and will be reviewed annually.
7.6	The Non-Executive Director, Whistleblowing Champion welcomed the new NHSS Environmental Sustainability e-learning module.
7.7	The Committee suggested that future Director of Workforce reports show a comparison in the number of Clinical Negligence Cases. Tracey Ashworth-Davies agreed to report on trends and will build trends into each subsequent report. Action: CK
7.8	The Committee suggested future reports show a comparison in the number of Employee Relations Casework cases. Tracey Ashworth-Davies agreed to build trends into Director of Workforce reports. Action: CK/MRu
7.9	The Employee Director welcomed the Inclusion survey score and asked if there were any areas of concern. Tracey Ashworth-Davies responded that the Inclusion survey came out at the same time as the iMatter survey, and that the Inclusion survey had received a significant number of responses from staff on fixed term contracts. She went on to say that Katy Hetherington would provide feedback on the Inclusion survey, highlighted it takes place every 6 months, and that the next survey will take place in December 2024.
7.10	The Committee welcomed the work done on the Human Resource (HR) Service Desk and the HR Transformation Programme.
7.11	The Committee asked about the accuracy of recording DDITs absences on the system. Tracey Ashworth-Davies responded that work is taking place with multiple stakeholders to map out the different parts of the process to ensure absences are recorded correctly. CarolAnne Keogh added that discussions are taking place at a national level to get a joined-up approach and improve the DDITs employee experience.
7.12	The Committee then asked if this would be featured in the HR Transformation Project. Tracey Ashworth-Davies responded that this is not captured in the HR Transformation Project which is led by the Director of Finance.
7.13	The Chair thanked Tracey Ashworth-Davies and everyone involved for the work done on the report.

7.14	The Staff Governance Committee approved the Director of Workforce report and confirmed it provided the Committee with satisfactory assurance.	
	<u>Performance Items</u>	
8.	Workforce Plan Annual Report	NES/SGC/24/35
8.1	Tracey Ashworth-Davies introduced the Workforce Plan Annual Report which detailed the approach taken to align the Strategic Workforce Plan with the Operational Planning Process in determining key capabilities and priorities for NES in 2024-2025. CarolAnne Keogh gave an overview on the status of the key actions.	
8.2	The Committee queried Action 10 in the report and asked if it could be reviewed considering the changing fiscal environment. Tracey Ashworth-Davies reported on the complexities around the action and agreed that the action would be reviewed, and the Strategic Plan updated. Action: CK	
8.3	The Employee Director asked in relation to Action 16 if all staff were offered an exit interview when leaving the organisation. CarolAnne Keogh responded that all staff are offered an exit interview and will confirm the uptake of it. Action: CK	
8.4	The Committee asked in relation to the capability framework in Action 5 if a baseline target had been set, what the uptake of the framework was and the timescales for it. Janice Gibson responded that they are assessing the current position of staff and their target positions identifying development gaps and integrating the capability framework accordingly.	
8.5	The Committee welcomed the opportunity to be included in the framework.	
8.6	The Chair thanked all for the detailed report.	
8.7	The Staff Governance Committee noted the actions undertaken to address the Strategic Workforce Plan objectives and the progress achieved to date and confirmed it provided assurance.	
9.	NES Staff Learning and Development Themed Annual Report	NES/SGC/24/36
9.1	The Chair invited Janice Gibson to introduce the NES Staff Learning and Development Themed Annual Report from the 31 March 2023 to 01 April 2024 period.	
9.2	Janice Gibson provided an overview of the learning and development opportunities that have been offered to NES staff from 31 March 2023 to 01 April 2024 and reported on the work taking place with NHS Scotland Academy, Learning and Innovation to broaden the learning which would be captured in future reports.	

9.3	The Non-Executive Director, Whistleblowing Champion welcomed the increased whistleblowing compliance figure and was pleased to see whistleblowing and sustainability captured in the Line Managers handbook. Janice Gibson responded that sustainability would continue to be a focus and captured in Director of Workforce Reports.	
9.4	The Employee Director welcomed the work that has been done on the Line Managers handbook, reported that the Line Manager Network sessions were informative, was interested if any themes came out from directorates and asked for clarity in relation to the Learning at Work Week figures. Janice Gibson agreed to confirm whether the number of staff viewing the recorded sessions were included in the figures reported and ensure that this information is incorporated into future reports. Action: JG	
9.5	The Employee Director asked if the Learning at Work Week could take place over a longer period. Janice Gibson responded that a “Festival of Learning” is taking place later in the year to promote and endorse protected learning time for staff.	
9.6	The Employee Director suggested the B2-B6 Recruitment Resource was shared on the intranet. Janice Gibson agreed to take that forward. Action: JG	
9.7	The Committee asked in relation to the Line Manager network sessions and the number of managers attending sessions, how accessible is it for staff to attend. Janice Gibson responded that conversations take place to agree a suitable date and time which allows for maximum attendance at network sessions. Sessions are offered online and will be offered in future in person.	
9.8	In relation to Personal Review and Planning and the number of emails that were sent to Line Managers, the Committee asked if there were any other channels available that would increase staff engagement. Janice Gibson responded that other mediums were being explored e.g. Viva Engage to increase awareness and engagement.	
9.9	The Staff Governance Committee showed appreciation for all the good work noted in the report.	
9.10	The Staff Governance Committee noted the learning and development activity detailed in the report and confirmed it provided the necessary assurance.	
9.11	Janice Gibson thanked the Staff Governance Committee for their appreciation and advised that she would feed that back to the team.	
10.	Human Resource Transformation Report	Presentation
10.1	Tracey Ashworth-Davies gave an overview of the work taken place on the Human Resource (HR) Transformation Programme and CarolAnne Keogh shared a presentation with the Committee outlining the purpose, aim and next steps of the programme.	

10.2	The Committee asked if HR systems and processes had been benchmarked against other NHS Boards to get the best model in place and suggested bringing the human factor into the transformation. Tracey Ashworth-Davies responded that one workstream is reviewing NES's internal systems, processes and ways of working and another workstream is working with other NHS Boards to get best practice and help build a suitable NES model. She added that technology plays a key factor in this work.
10.3	The Employee Director raised a concern in relation to HR staff welfare, moral and resources and noted that there was an overlap of the stabilisation, recovery and transformation timeframes. Tracey Ashworth-Davies responded that they are reviewing staff's current workload, looking at what is working and what can and needs to change. She added that stabilisation and recovery do overlap, as they need to address the backlog whilst managing simultaneously a new system and any changes.
10.4	The Employee Director asked if the timeframes were manageable. Tracey Ashworth-Davies responded that timeframes may slip due to the level of work involved in the process.
10.5	The Committee raised a concern in relation to moving business from one area to another area and meeting the June 2025 deadline date. Tracey Ashworth-Davies responded that while not all new systems may be implemented by June 2025, the essential parts of the system will be in place as these changes are based on function. A progress update will be brought to the 07 February 2025 SGC meeting, and today's presentation will be shared post meeting. Action: TAD/CK/AG
10.6	The Committee noted there was not an agreed budget for this work, acknowledged the progress made to date and recognised the amount of work that still needs to take place in this area.
10.7	The Ex-Officio member of British Medical Association (BMA) welcomed any opportunity to be involved in future focus groups.
10.8	The Chair thanked Tracey Ashworth-Davies and CarolAnne Keogh for the progress update report.
10.9	The Staff Governance Committee confirmed the update provided assurance and a report will be added to the SGC Schedule of Business.
11.	Employee Relations Analysis Report NES/SGC/24/37
11.1	CarolAnne Keogh introduced the Employee Relations Analysis Report which provided the Committee with an update on the Employee Relations (ER) casework data from 01 July 2023 to 30 June 2024.
11.2	The Non-Executive Director, Whistleblowing Champion welcomed the report, and suggested that future reports include trends from the previous year and include the number of whistleblowing cases. Tracey Ashworth-Davies agreed to include trend data from the previous year to future annual reports and a note

	will be added to the SGC Schedule of Business (SoB) to capture this when requesting the 2024-2025 annual report. Action: CK/AG
11.3	The Employee Director welcomed the learning detailed in the report and noted that the number of cases may be higher as cases were coming later, after they had been escalated.
11.4	The Committee noted the low staff absence figure, and that placement Boards manage DDITs absences.
11.5	The Chair thanked CarolAnne Keogh and Muriel Russell for the report and the Staff Governance Committee noted the employee relations activity data report, the themes that have emerged, the key learnings actions and confirmed it provided assurance.
11.6	Lorraine Scott and Ameet Bellad joined the meeting at 12:05pm.
12.	Health and Safety Annual Report NES/SGC/24/38
12.1	Alex Murray was welcomed to the meeting to introduce the Health and Safety (H&S) Annual Report which sets out NES's health and safety performance against the 2023-2024 action plan and the plan for 2024-2025.
12.2	Alex Murray reported that 5 actions had been marked complete on the 2023-2024 action plan, that the H&S essential learning module had an increased compliance figure and provided an update on the progress of the development and enhancement of emergency plans across NES properties.
12.3	The Committee welcomed the report and the increased H&S compliance figure.
12.4	The Committee asked how wellbeing and health and safety connect to hybrid working. Alex Murray responded that wellbeing links pro-actively with health and safety as people come first and appliance comes second and that practical safety elements have been put in place e.g. safe at home is covered in the essential learning module. Janice Gibson added that the Healthy Working Lives Group has been repurposed and renamed to be the NES Wellbeing Champions and Beverley Wilson, OD Business Partner has been working with Alex Murray to improve connections between wellbeing and health and safety.
12.5	The Committee asked if the number of self-assessments completed at home are recorded and if the uptake was known. Alex Murray responded that assessments are completed on MS Forms, and he would need to review the number of responses to get the uptake figure.
12.6	The Committee suggested raising awareness of the health and safety tools that are available to staff and that it could be considered as part of the performance review.
12.7	The Chair thanked Alex Murray for the work done on the report.

12.8	The Staff Governance Committee approved the Annual Review of Health and Safety Performance 2023-2024 and the Action Plan for 2024-2025.	
13.	Letby Assurance	NES/SGC/24/39
13.1	Lorraine Scott was welcomed to her first SGC meeting and introduced the Lucy Letby Assurance Plan Update which outlined the processes that NES has in place following the findings from the Lucy Letby case.	
13.2	The Non-Executive Director, Whistleblowing Champion sought clarity on how the Assurance Plan aligns with the current whistleblowing processes and where the role of the Whistleblowing Champion features in the Plan. Lorraine Scott explained that the Plan was developed in response to the Scottish Government's (SG) letters and confirmed to the SG that NES's current whistleblowing processes and whistleblowing reports provide the necessary assurance. Consequently, no additional reports are required at this stage.	
13.3	The Committee highlighted that the response letter did not address the Scottish Government's request for a response regarding the Health Improvement Scotland (HIS) action, relating to the Learning from Adverse Events through Reporting and Review Framework and noted that this question needs to be answered.	
13.4	The Committee suggested that an updated report be brought back to the SGC answering the HIS question and this provided an opportunity for the Non-Executive Director, Whistleblowing Champion to contribute to the response.	
13.5	The Chair thanked Lorraine Scott, and all involved in the report and the Staff Governance Committee asked that an updated report is brought to the next SGC meeting in November. Action: CBI/DT/LS/GM	
13.6	Lorraine Scott left the meeting and Rob Coward joined the meeting.	
14.	Delegated SGC Strategic Key Performance Indicator (SKPIs) Report	NES/SGC/24/40
14.1	The Chair welcomed Ameet Bellad to the meeting and asked him to introduce the Delegated SGC Strategic Key Performance Indicator (SKPIs) report.	
14.2	Ameet Bellad introduced the Quarter 1 organisational performance report from the 01 April to 30 June 2024 period which sets out the data in relation to the agreed Board SKPIs and the Staff Governance Committee's Operational Key Performance Indicators (OKPIs) advising that this provides insights on trends and themes from the HR and Organisational Development (OD) Business Partners.	
14.3	The Committee asked in relation to SKPI25 how the percentage of Service Providers was known. Ameet Bellad responded that this was tracked through each Health Board and International Recruitment Lead and is defined by the number of people using the data.	

14.4	The Chair thanked Ameet Bellad for the report and the Staff Governance Committee noted the performance data in Appendices 2 and 3 of the report and confirmed it provided assurance.	
14.5	Ameet Bellad left the meeting.	
15.	Delegated SGC Strategic Risk Report	NES/SGC/24/41
15.1	The Chair welcomed Rob Coward to the meeting and asked him to introduce the Delegated SGC Strategic Risk Report.	
15.2	There are 4 strategic risks considered relevant to SGC. The Committee's Strategic Risks have been subject to a recent review by individual risk owners and all risks have now been changed to sit within the People and Workforce category.	
15.3	Rob Coward reported that there were no new risks added to the Strategic Risk Register within the last reporting period, and none of the risk ratings aligned to the SGC had been escalated or had any movement. All controls and actions have been reviewed and strengthened where appropriate, with updates on the actions noted.	
15.4	The Committee sought assurance that the risks related to SGC are being mitigated. Rob Coward responded that there were robust processes in place to ensure SGC risks are reviewed and captured accurately, and the risk register is updated accordingly.	
15.5	There were no further questions on the report.	
15.6	The Chair thanked Rob Coward for the report. The Staff Governance Committee confirmed the report provided assurance and approved the report.	
15.7	Rob Coward left the meeting.	
16.	Quarter 1 Whistleblowing Report	NES/SGC/24/42
16.1	The Chair invited Nancy El-Faragy to introduce the Quarter 1 Whistleblowing Report. In line with the requirements of the National Whistleblowing Standards, this paper provided an update on the whistleblowing activities from the 01 April to 30 June 2024.	
16.2	Nancy El-Faragy reported that there were no whistleblowing concerns received during the quarter one period, the Whistleblowing Steering Group met twice this quarter and highlighted that the "Speak-up week" takes place from 30 September to 04 October 2024.	
16.3	There were no further questions raised by the Committee.	
16.4	The Chair thanked Nancy El-Faragy for the report and the Staff Governance Committee confirmed the report provided assurance.	

17.	Non-Executive Whistleblowing Champion Remarks	(Verbal Item)
17.1	The Non-Executive Director Whistleblowing Champion thanked Christina Bichan, Nancy El-Faragy and the team for the work they have done since the standards came into place three years ago.	
17.2	The Non-Executive Director Whistleblowing Champion noted there were no whistleblowing concerns raised this quarter, welcomed the pro-active work taking place in the Whistleblowing Steering Group, appreciated the work on the Line Managers Handbook and sought reassurance that whistleblowing is interlinking with complaints.	
17.3	The Non-Executive Director Whistleblowing Champion welcomed the 3 rd “Speak-up week” taking place from 30 September to 04 October 2024 and acknowledged the support from the Board Chair, Chief Executive and Executive Team.	
17.4	The Chair thanked the Non-Executive Director Whistleblowing Champion for the update and the Staff Governance Committee confirmed it provided the necessary assurance.	
	<u>Policy Items</u>	
18.	Hybrid Working Policy	NES/SGC/24/43
18.1	The Chair invited Janice Gibson to introduce the Hybrid Working Policy.	
18.2	Janice Gibson introduced the report which sets out an ongoing hybrid model of working that will be reviewed annually. The policy aligns and supports the Once for Scotland flexible working policies and aims to strike a balance between productivity in delivering NES’s outcomes while supporting the wellbeing of NES staff.	
18.3	The Committee asked if all staff were given mobile phones. Tracey Ashworth-Davies responded that all staff have access to Microsoft Teams for calls but due to financial pressures not all staff have mobile phones.	
18.4	The Employee Director reported that staff welcomed the policy as it provided them with reasons and guidance.	
18.5	In relation to in person attendance at Point 4.3.1 of the report, the Committee asked how new staff members are socialised into the organisation. Tracey Ashworth-Davies responded that socialisation of a new staff member is influenced by the culture of their working environment and their induction may take place in person or on MS Teams depending on their role and team.	
18.6	The Committee then queried the use of “hybrid” organisation, and the culture NES was creating. Tracey Ashworth-Davies responded that Line Managers must understand the rules of hybrid working in relation to staff performance and wellbeing. Janice Gibson further noted that the Line Managers Network reinforces that message, as line managers are familiar with their staff, understand their preferences and office dynamics, and will adhere to the policy	

	to effectively communicate and support staff. Tracey Ashworth-Davies went on to say that HR Transformation and the Organisation Development Plan support the culture that NES works in, and that NES was not dependant on buildings to support the culture.	
18.7	The Chair thanked Tracey Ashworth-Davies and Janice Gibson for the report and the Staff Governance Committee approved the NES Hybrid Working Policy.	
19.	NHS Board Implementation of NHS Scotland Workforce Policies - Supporting Work Life Balance	NES/SGC/24/44
19.1	The Chair asked CarolAnne Keogh to introduce the NHS Scotland Once for Scotland Workforce Policies Phase 2 – Post Implementation Review report.	
19.2	CarolAnne Keogh introduced the report which provided an update on the progress achieved to date, proposed actions and timescales of the suite of policies.	
19.3	There were no questions raised by the Committee.	
19.4	The Chair thanked CarolAnne Keogh for the report and the Staff Governance Committee confirmed that the key changes following the launch of the NHS Scotland Work Life Balance suite of policies, the next steps and actions required to ensure NES compliance and the launch dates of Phase 2.2 during 2024-2025 provided the necessary assurance.	
20.	Identification of any new risks raised at this meeting	(Verbal Item)
20.1	The Committee noted there were no additional risks identified at the meeting.	
	<u>Items for Noting</u>	
21.	Employment Tribunals	NES/SGC/24/45
21.1	The Committee asked that future reports include trend data. Tracey Ashworth-Davies agreed to include trend data in future reports. Action: CAK/MRu	
21.2	The Staff Governance Committee noted the Employment Tribunals report.	
22.	Policy/Scottish Government Director Letters as appropriate to Staff Governance Committee	NES/SGC/24/46
22.1	The Staff Governance Committee noted the Director Letters update.	
23.	Remuneration Committee 19 June 2024 Redacted minutes	

23.1	The Staff Governance Committee noted that the redacted Remuneration Committee 19 June 2024 minutes would come to the 07 November 2024 SGC meeting for noting.	
24.	Change Management Programme Board 22 April 2024 minutes	NES/SGC/24/47
24.1	The Staff Governance Committee noted the Change Management Programme Board 22 April 2024 minutes.	
25.	Health, Safety and Wellbeing Forum 13 June 2024 minutes	NES/SGC/24/48
25.1	The Staff Governance Committee noted the Health, Safety and Wellbeing Forum 13 June 2024 minutes.	
26.	Partnership Forum 04 March 2024 and 03 April 2024 minutes	NES/SGC/24/49
26.1	The Staff Governance Committee noted the minutes from the Partnership Forum meetings on 04 March 2024 and 03 April 2024.	
27.	Link to Scottish Government Improving Wellbeing and Working Cultures	
27.1	The Staff Governance Committee noted the link to the Scottish Government Improving Wellbeing and Working Cultures.	
28.	Annual Employment Equalities Monitoring Report	NES/SGC/24/50
28.1	The Staff Governance Committee noted the Annual Employment Equalities Monitoring Report.	
29.	Any other business	
29.1	There were no other items of business discussed at the meeting.	
30.	Review of Committee Effectiveness	
30.1	The Chair asked, do reports to the Committee communicate relevant information at the right frequency, time, and in a format that is effective? Has the Committee benefited from the right level of attendance from Lead Executive or Directors/Authors/Board Secretary/Others? Are there any areas where the Committee could improve upon its current level of effectiveness?	
30.2	The Committee observed that there was an overlap in the Director of Workforce Report and other reports.	
30.3	The Committee noted there was limited time at the meeting to discuss reports and more time is needed on agenda items to ensure effectiveness.	

30.4	The Committee noted that as item 10 was a presentation and item 17 was a verbal update the PDF of all the meeting papers jumped to items 11 and 18 as there was no cover paper advising there was no report for these items.	
31.	Date and time of next meeting	
31.1	The next meeting of the Staff Governance Committee will be held on Thursday 07 November 2024 at 10:15a.m.	
31.2	Karen Reid joined the meeting at 12:55pm	
31.3	The Chair thanked all for attending the meeting and closed the meeting at 13:00pm.	
31.4	All left the meeting except the Non-Executive Directors, Tracey Ashworth-Davies and Karen Reid.	
32.	Private Briefing: HR	(Verbal Item)
	Tracey Ashworth-Davies and Karen Reid gave a verbal update in private to Non-Executive Directors.	

AG/LS/JG/LG
NES
October 2024

Approved at the SGC Meeting on 07 November 2024 - Lynnette Grieve, SGC Committee Chair



Annual Review 2023-2024



Agenda

- Introduction
- Financial Performance
- Key Achievements 2023-24
- Future Sustainability of the Health & Social Care Workforce - Discussion & Priorities

Governance

- Finance
- Strategic Plan
- Developed new Key Performance Indicators and Risk Management approach
- 4 new Non-Executive Directors inducted into NES Board
- Board Development Team Programme
- Blueprint Self Assessment 2023 & Board Workshop
- Blueprint Improvement Plan – March 2024

Staff Governance



Employee
Engagement Index
85%
(national 77%)



NES Response
rate 88%
(national 59%)



Staff Retention
Rate
93.3%



Essential
Learning
compliance
grew from
69% to
87%



Sickness
Absence Rate
2.6%



Robust
Whistleblowing
Policy &
Processes in
Place



Carer Positive
Employer status
awarded

NES Workforce 2023-24

NES is a major employer within NHS Scotland, employing over 3,000 staff



1,974

Doctors and Dentists
in Training



1,207

Education and
Support Staff

NES provided undergraduate and postgraduate placement opportunities to over 17,000 learners across a range of clinical disciplines

Undergraduate placements



6,322
Medical



944
Dental



1,071
Pharmacy

Postgraduate training programmes



6,659
Medical



279
Dental



1,052
Pharmacy



123
Clinical
Science



367
Psychology



71
Optometry

FINANCIAL PERFORMANCE



Financial Performance



Total Gross Expenditure
£815,097k
2022/23 - £724,945k



Staff Expenditure
£235,161k
2022/23 - £205,331k



Direct Educational Expenditure
£525,058k
2022/23 - £454,612k



Income
£114,620k
2022/23 - £104,977k



Other Educational Support Expenditure
£47,754k
2022/23 - £56,095k



NES Infrastructure Expenditure
£7,124k
2022/23 - £8,907k



Total Net Expenditure
£700,477k
2022/23 - £619,968k

Delivered a complex budget of just over £0.7 billion within margin of 0.03%

Financial Performance

- Net underspend against RRL of £0.209M
- Reduced spend on in-year non recurrently funded activity by £6.9m
- Phase 1 of Turas Redesign (£0.9m) funded from NES Baseline
- Discretionary spend reduced by £2.9m

Over £11m of spending reductions derived from NES Budget
(baseline plus SG Commissions)

Unable to fully replicate year on year without significant detriment to the health and social care workforce



**KEY
ACHIEVEMENTS**



NES STRATEGY 2023-26



PURPOSE

To be a collaborative, innovative and inclusive learning organisation that provides high quality education, training, workforce development, workforce data and technology for Scotland's health and social care workforce.



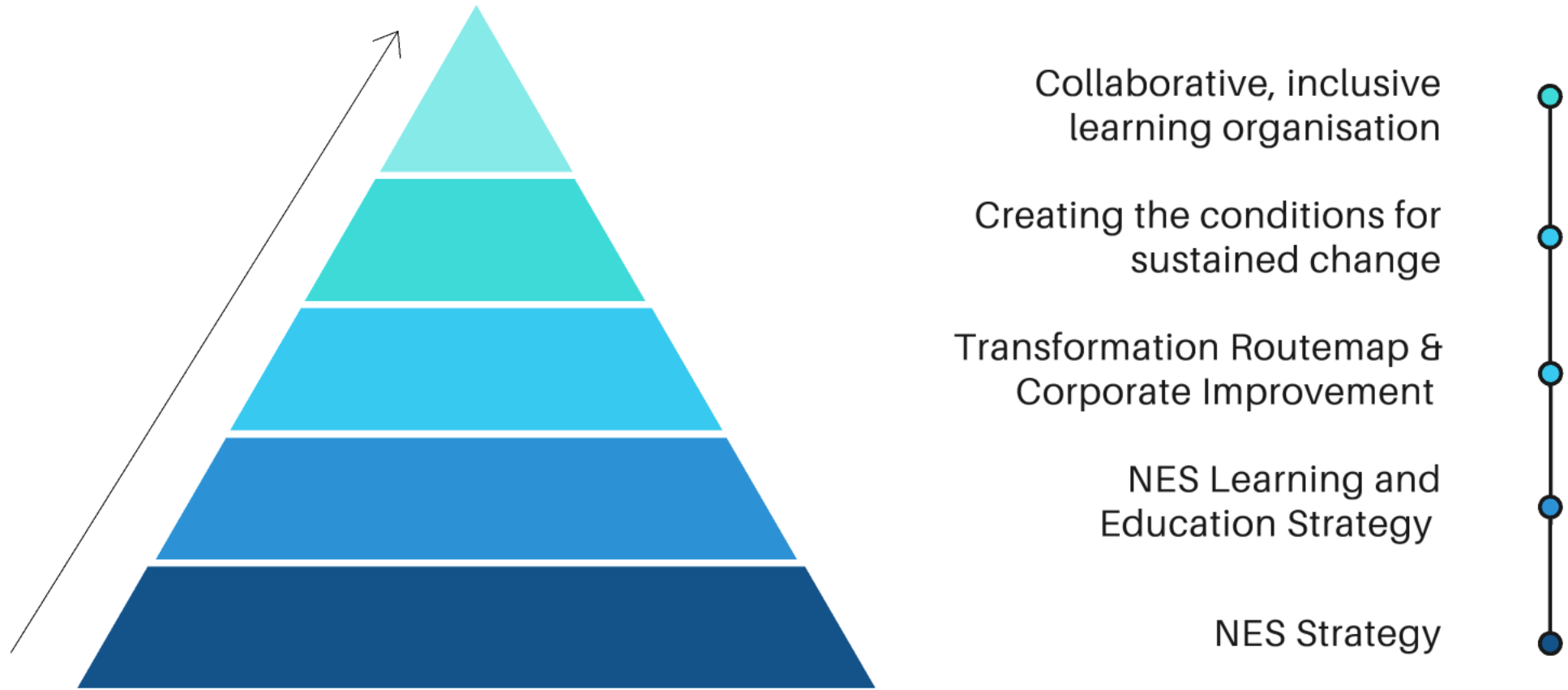
VISION

Supporting better rights-based quality care and outcomes for every person in Scotland through a skilled, capable and resilient health and social care workforce.

OUR ROADMAP

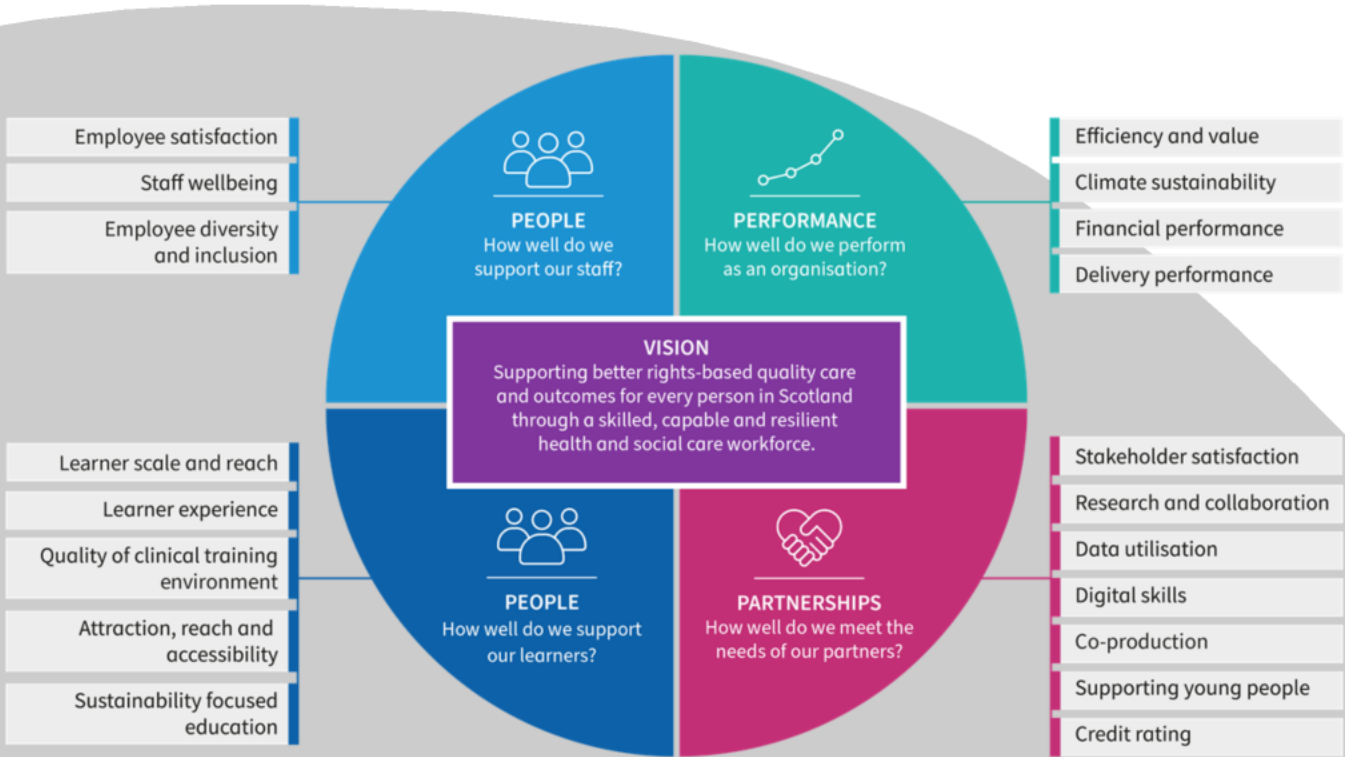


NES as a Learning Organisation



Delivery Performance

- 2023/24 Annual Delivery Plan set out our contribution to delivering the NHS Scotland Recovery Plan 2021-26 in the context of our medium-term priorities and the NES Strategy
- At year end, delivery intentions were fully met for 84% of our deliverables with the remainder impacted by funding delays or reductions



Digital
Learning
Platform

National
Digital
Library for
H&SC

NES
Deanery

CSMEN

National Learning Infrastructure

Digital Learning Platform

4.2 million accesses of learning products

Approx 750,000 accesses/month

>450,000 registered users spanning health and social care as well as many public and third sector organisations

Once for Scotland access to high quality learning and education

Improving quality of care and outcomes through enhancing the skills and knowledge of health and care professionals across Scotland

The National Digital Library for Health & Social Care

- 40+ databases
- 700k database searches
- 4000+ journals
- 1.2 million journal downloads
- 28,000+ eBooks
- 7.3k eBook downloads
- 70 million+ articles

**Essential source
of knowledge
and information
for the
development and
education of the
health & social
care workforce.**

**Enhancing
quality and
safety by
ensuring staff
are well-
informed and
equipped with
the latest
evidence.**

NES Deanery

1862 medical trainees gained an outcome 6 indicating completion of a core or higher training programme, a 6% increase on the previous year

92% of trainees reviewed, successfully progressed through the academic year

Revalidation of 7500 doctors in training programmes as a key part of performance monitoring to improve the quality of care for people across Scotland and ensure licensed professionals are up-to-date and fit to practise

100% fill of expanded core posts and beginning to see the benefit in higher specialty post fill rates

Scotland ranked first in overall satisfaction out of the four nations, in the GMC National Training Survey

Rise in number of high performing training sites from 31 to 33

Working towards a whole time equivalent recruitment model, rather than headcount model, to improve both patient care and the learning and training experience.

Embarking on an ambitious programme of medical education reform to address workforce needs, health inequity and equitable access.

Clinical Skills Managed Educational Network

Recognised through the ASPIRE award as the first network in the world for excellence in simulation training.

1032 staff were able to access simulation-based learning through our mobile skills unit, providing equity of training and assurance of standards.

Our supporting online educational resources were accessed 4026 times.

**Providing a once for
Scotland approach
to skills and
simulation learning**

**Contributing to the
maintenance and
improvement of
health and social
care services,
Scotland wide.**

Accredited
Learning
Programmes

Annual
Conference

Fellowships

Leadership &
Talent
Management

Continuing Professional Development

Accredited Learning Programmes



SQA Approved Centre & Skills Development Scotland recognised learning provider

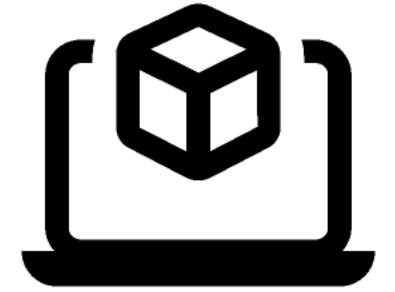
Two new SCQF Level 8 Professional Development Awards (PDA) in Dental Practice Management and Education, Training and Assessment

SQA accredited Enhanced Psychological Practice programme delivered

Achieved "Very Good" outcomes across 3 quality domains in SDS's, Quality Review of the MA in Dental Nursing, and Technical Apprenticeship Pharmacy Services frameworks

Developing health care professionals knowledge & skills through accredited learning

Annual Conference



Multi-disciplinary, virtual learning event providing 91 accessible and collaborative sessions to Health and Social Care staff.

Over 1700 staff supported to meet their CPD and regulatory body requirements, enabling the delivery of safe, effective and person-centred care.

Fellowships



Provided 48 fellowship opportunities in general practice, medical education, health inequalities, innovation, clinical and general dental practice leadership and allied health professions.

Developing leadership skills, strategic networking, influence, effective project management, problem-solving, digital skills and increasing engagement with service users.

Leadership & Talent Management

Leading for the
Future

**Enabling leaders of
today and the future, to
achieve their full
potential and make a
long-lasting
contribution to health
and social care in
Scotland.**

Succession
Planning for
Senior
Leadership
Roles

Graduate
Management
Trainee
Scheme

You as a
Collaborative
Leader

NHS Scotland Board
Development

Data & Digital

Workforce
Statistics

National
Digital
Platform

Digital
Dermatology

Careers
Website

National Provider of Workforce Statistics

Workforce Planning Tool launched to estimate the size and timing of vacancies in secondary care across NHS Scotland at national, regional, and local levels

Work progressed to access new and updated workforce data from the National HR System (eESS) to improve accuracy and reduce administrative effort



National Digital Platform

NDP Core Data Service developed to **surface Medications and Allergies data** from ECS and Emergency care and treatment data, enabling the public to have greater access to and control over their health and care data, alongside widening professional access to data that supports people's care.

Captured over 4.4 million vaccination events through the **Scottish Vaccination Improvement Programme** - this capability could be extended to provide a life-long vaccination record for every person in Scotland.

Supported the **Scan for Safety programme**, which will allow implanted medical devices to be digitally trackable and traceable nationally by providing standards-based clinical data and patient record identification capability that can be re-used by other programmes of work.



ANIA Digital Dermatology



Enabled dermatologists to carry out robust referral triage without the patient being present through the Digital Dermatology Programme, by including images as part of the referral process between primary and secondary care

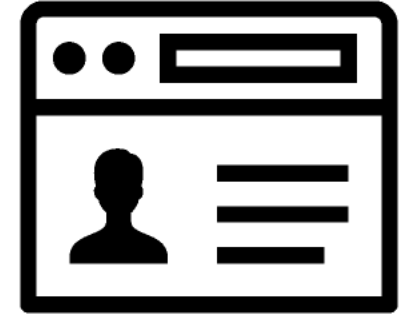
**Speeding up diagnosis,
reducing waiting lists and
improving patient care**

NHS Scotland Careers Website

0.5million accesses over 2023-24

Over 100,000 engaged sessions
per quarter

**Providing a central point for
information & resources on careers
within NHS Scotland - enhancing
visibility of job opportunities and
career pathways and strengthening
recruitment and attraction**



National Commissions

Remote &
Rural
Centre

Centre for
Workforce
Supply

Digitally
Enabled
Workforce

Trauma
Transformation
Programme

Psychological
Care for All

Leading to
Change

Armed
Forces

Value
Based
Health &
Care

National Centre for Remote & Rural Health & Care

Since establishment in October 2023 the Centre has:

- Focussed on primary care and communities, fulfilling all initial deliverables within first six months
- Implemented practical **skills development** programmes
- Supported the development of **sustainable workforce and service models**
- Supported improvements in **recruitment and retention strategies**

**Resource dependent opportunity
for expansion into Acute &
Social Care**

**Supporting
improvements
in service
delivery and
sustainability**

**Reducing
healthcare
inequalities**

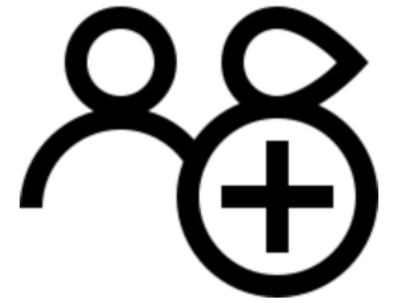
**Ensuring that
rural
communities
have equitable
access to
high-quality
care and
services.**

The Centre for Workforce Supply

Supported the **international recruitment** of over 1000 nurses, midwifery, and AHP professionals, with a retention rate of 95.9%

Developed a **pilot model for recruiting social care staff** internationally, supporting five providers to recruit 40 staff into the social care sector

Enhancing the overall workforce supply in health and social care, to meet the evolving healthcare needs of the people of Scotland



Digitally Enabled Workforce Programme

Delivery partner for Scottish Government's
Digital Capabilities Programme

Our DEW team won the Digital Health and Care
Team Award at the Holyrood Connect 7th annual
Digital Health and Care Awards

The first Scotland led master's level programme,
**Leading Digital Transformation in Health and
Care** for Scotland, commenced with 65
participants developing a new generation of
leaders who can drive, deliver, and embed digital
transformation

Digital Health and Care Leadership Programme
ran with 240 participants from across the health,
social care, social work, housing and third sector

**Developing and
delivering
national
resources and
learning
networks that
build digital
skills and
leadership,
supporting
delivery of
Scotland's
Care in the
Digital Age
Delivery Plan**

National Trauma Transformation Programme

Over 119,000 online
engagements including eModule
completions
3,273 participants in live training,
webinar and workshop deliveries
reaching across the Scottish
workforce

**Improved workforce wellbeing and
effectiveness**

**Enhanced understanding and
implementation of trauma-informed practice**

**Better outcomes for patients and
healthcare providers through the
adoption of trauma-informed
principles**



Psychological Care for All



Increased the psychology and psychological therapies workforce by 6% helping with waiting times and access to services

Education and training accessed 37,197 times by multidisciplinary and multisector workforces supporting mental health and wellbeing for infants, children, adults and older people

Evidence of improved mental health outcomes for a sample of over 2500 children and adults following delivery of interventions by NES trained staff

Leading to change

45 aspiring leaders within
health and social care
supported through the
programme

929 events delivered to
support leaders at all levels
across the system

**Developing a thriving and resilient
workforce by supporting staff at all
levels and stages across Health and
Social Care to develop leadership
capabilities**



Armed Forces Talent Management Programme

Programme's inaugural year - participated in or hosted 22 events, supporting veterans, service leavers, and their families in exploring career opportunities within NHS Scotland

Raised awareness of career paths in health and social care and highlighted the potential of this talent pool for employers

Established extensive links with Armed Forces Community so that they can access careers



**Addressing
workforce
challenges
and
contributing
to the overall
improvement
and
sustainability
of healthcare
services**

Value Based Health & Care & Realistic Medicine

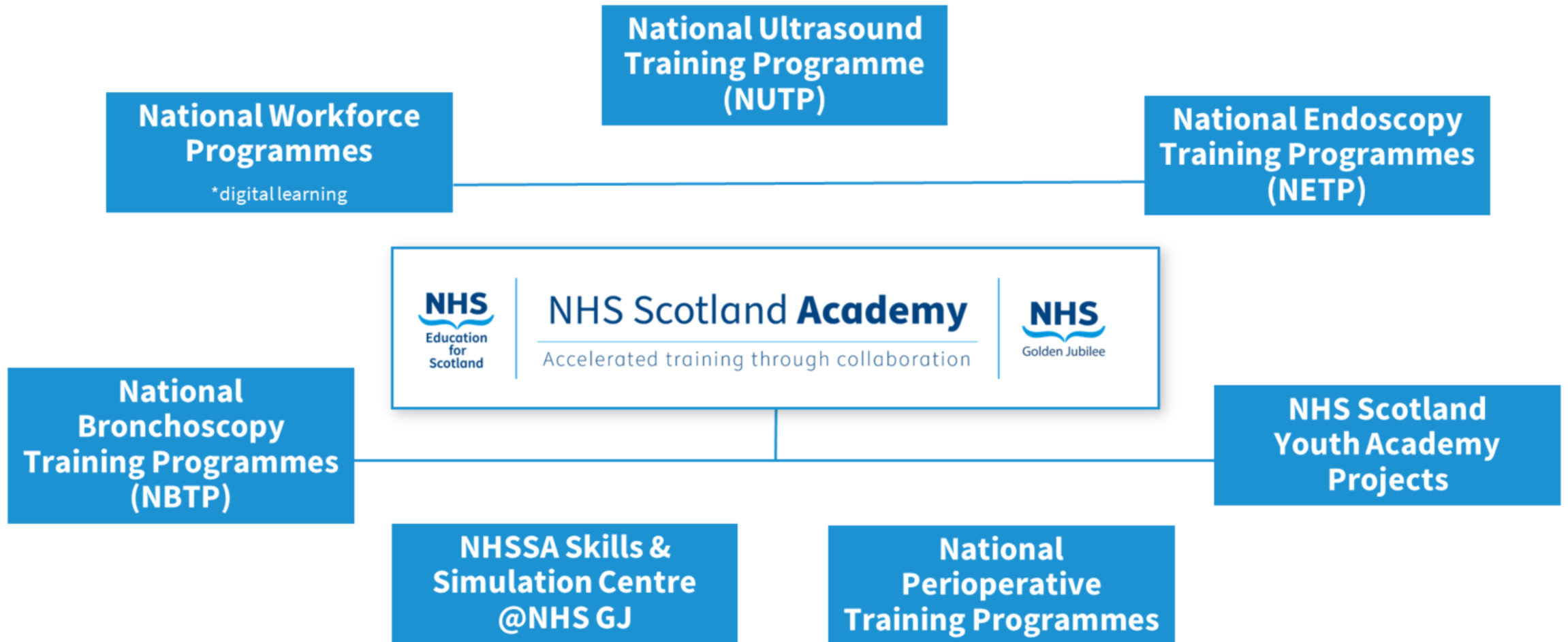
Embedded realistic medicine and value-based health and care content within non-executive induction programme, Board development site, and senior leadership gateway app

Supported the workforce by developing 7 eLearning resources

Connected with all HEIs in Scotland, 4 early adopter sites identified and activity underway to establish within curricula

Supporting the practice of Realistic Medicine

Enhancing the value and sustainability of health and social care services



Working in Partnership



FUTURE SUSTAINABILITY OF THE HEALTH & SOCIAL CARE WORKFORCE | Discussion

- Health and Social Care Workforce (Incl technology and innovation)
- AI in Education & Training
 - Digital Learning Infrastructure
- Sustainability in Net Zero for Education & Training
- Workforce Diversification
- Medical Education Reform

Annual Review 2023-2024



Delivery Performance

- 2023/24 Annual Delivery Plan on an on track delivery
- Following the NHS Scotland Recovery Plan 2022-25 the majority of our services are profitable and the NHS 30 strategy
- 22 general practice delivery standards have been met or close to met
- 100% of our services are in compliance with the 100 compliance standards by meeting design or standards

Financial Performance



Delivered a complete budget of just over £1.3 billion across range of units

Financial Performance

At 31st March 2024 we have achieved a surplus of £1.1 million and our budget for 2023-24 was £1.3 billion. This is a significant achievement given the challenges we have faced in terms of inflation, interest rates and the impact of the NHS 30 strategy.

FINANCIAL PERFORMANCE

OUR ROADMAP



NES STRATEGY 2023-26

KEY ACHIEVEMENTS

The National Digital Library for Health & Social Care

- 421 publications
- 720K instances of content
- 450K downloads
- 1.2M unique active users
- 28,000 records
- 7.5M unique documents
- 75,000K records

Digital Learning Platform

- 4.2 million sessions of learning products
- Approx 150,000 accesses of the platform each month
- 400,000 registered users covering health and social care as well as non public and 110 sector organisations



Agenda

- Introduction
- Financial Performance
- Key Achievements 2023-24
- Future Sustainability of the Health & Social Care Workforce
- Discussion & Feedback

Governance

- Strategic Plan
- Develop new Key Performance Indicators and Risk Management approach
- A new Non-Financial Objectives included into NES Board
- Board Development Team Programme
- Strategic Self Assessment 2023 & Board Standing
- Strategic Improvement Plan - March 2024

Staff Governance



NES Workforce 2023-24

NES is a major employer within NHS Scotland, employing over 3,000 staff



Working in Partnership



NES provided undergraduate and postgraduate placement opportunities to over 17,000 learners across a range of clinical disciplines



Data & Digital



National Commission





Annual Review

2023-24

Annual Review 2023-2024



FINANCIAL PERFORMANCE

Delivery Performance

- 2023/24 Annual Delivery Plan on an on-time basis
- Following the 2023/24 Financial Review, the 2023/24 delivery plan was on track to be delivered on time



Financial Performance



Financial Performance

Delivered a complete budget of just over £1.3 billion across range of activities

OUR ROADMAP



NES STRATEGY 2023-26

KEY ACHIEVEMENTS

The National Digital Library for Health & Social Care

424,000 books
720K evidence reviews
450K journals
1.2M clinical practice guidelines
28,000 records
7.2M clinical documents
720,000 images

Essential source of knowledge and resources for the education and induction of the workforce



Agenda

- Education
- Financial Performance
- Key Achievements 2023-24
- Future Sustainability of the Health & Social Care Workforce
- Discussion & Feedback

Digital Learning Platform

• 4.2 million students of learning products
• Approx 150,000 accesses of the platform each month
• 400,000 registered users spanning health and social care as well as many public and third sector organisations

Ones for Scotland deliver to high quality learning and education
Improving quality of care and access through enhancing the skills and knowledge of health and social care professionals across Scotland

Governance

- Strategy Plan
- Develop new Key Performance Indicators and Risk Management Approach
- 4 new Non-Executive Directors included into NES Board
- Board Development Team Programme
- Strategic Self Assessment 2023 & Board Standing
- Strategic Improvement Plan - March 2024

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Data & Digital

