NHS Education for Scotland

NES/25/47

AGENDA FOR THE ONE HUNDRED AND EIGHTY-SEVENTH BOARD MEETING

Date: Thursday 21 August 2025

Time: **10:00 – 12:00**

Venue: Hybrid meeting: Microsoft Teams / and
Room 2 Bothwell Street, Glasgow

1.	**10:00**	**Chair's introductory remarks**	
2.	**10:03**	**Apologies for absence**	
3.	**10:05**	**Declarations of interest**	
4.	**10:06**	**Draft Minutes of the One Hundred and Eighty-sixth Board Meeting 22 May 2025** For Approval	NES/25/48
5.	**10:08**	**Matters arising from the Minutes and notification of Any Other Business**	
6.	**10:09**	**Actions from previous Board Meetings** For Review and Approval	NES/25/49
7.		**Chair and Chief Executive reports**	
7a.	**10:10**	**Chair's Report** For Information and Assurance	NES/25/50
7b.	**10:15**	**Chief Executive's Report** For Review and Assurance	NES/25/51
8.		**Strategic Items**	
8a	**10:45**	**NES Annual Delivery Plan 2025-26: Confirmation Letter from Scottish Government** For Noting (C Bichan)	NES/25/52

9. Performance Items

9a   **10:47**   **Quarter 1 Finance Update Report 2025/26**   NES/25/53
For Review and Approval (J Boyle)

9b   **10:57**   **Quarter 1 Delivery Report 2025**   NES/25/54
For Review and Approval (C Bichan / A Shiell)

9c   **11:07**   **Quarter 1 Strategic Risk Update**   NES/25/55
For Review and Approval (J Boyle / R Coward)

9c   **11:17**   **Quarter 1 Strategic Key Performance Indicator Report**   NES/25/56
For Review and Approval (C Bichan)

10.   11:27   Governance Items

Significant issues to report from Standing Committees:

10a   **Audit and Risk Committee, 26 June 2025**
(J. Ford, verbal update)

10b   **Remuneration Committee, 18 June 2025**
(Annie Gunner Logan, verbal update)

10c   **Planning Performance Committee 11 August 2025**
(Ally Boyle, verbal update)

11.   11:37   Items for Homologation

NES Standing Committee Minutes:

11a.   **Audit and Risk Committee, 24 April 2025**   NES/25/57

11b.   **Staff Governance Committee, 1 May 2025**   NES/25/58

11c.   **Planning and Performance Committee, 2 May 2025**   NES/25/59

12.   Any Other Business

12.1   **11:40**   **NHS Delivery**
Verbal Update (K Reid)

12.2   **11:50**   **Social Care & Communities Directorate Staffing**
For Discussion and Decision (G Paterson)   NES/25/60

13.   12:00   Date and Time of Next Meetings:

Board Development Session – 21 August 2025

Public Board: 25 September 2025

L. Scott, Associate Manager, Chair and CEO Office
NHS Education for Scotland (NES)
e-mail: ceo.nes@nes.scot.nhs.uk

NHS Education for Scotland

Draft for approval Minutes of the One Hundred and Eighty Sixth Board Meeting held on 22 May 2025 at 10:15 am – 12:15 pm

This public Board meeting was held in a 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 and Employee Director
	Louise Harker (LH), Board Room Apprentice
	Nigel Henderson (NH), Non-Executive Director
	Gillian Mawdsley (GM), Non-Executive Director / Whistleblowing Champion
	Karen Reid, (KR) Chief Executive and Accountable Officer
	George Valiotis (GV), Non-Executive Director
	Karen Wilson (KW), Executive Director of Nursing, Midwifery and Allied, Health Professionals (NMAHP) / Deputy Chief Executive
	Emma Watson, Executive Medical Director
In attendance:	Christina Bichan (CBi), Director of Planning, Performance & Transformation
	Colin Brown (CB), Head of Strategic Development
	June Brown (JB), Executive Nurse Director & Interim Deputy Chief Executive, NHS Grampian; Chair of Scottish Executive Nurse Directors and Honorary Professor, School of Health, Robert Gordon University (Observing)
	Rob Coward, (RC) Principal Educator, Planning, Performance & Transformation (item 9b & 9c)
	Lindsay Donaldson, (LD) Deputy Medical Director
	Nancy El-Farargy (NE-F), Specialist Research Lead, Planning, Performance & Transformation (item 10a)
	Fiona Fraser (FF), Associate Director, NHS Scotland Academy, Learning & Innovation (item 8c)
	Nick Hay (NH), Principal Manager Communications & Engagement
	Laura Howard (LH), Associate Director of Finance (item 12a)
	Kevin Kelman (KK), Director of NHS Scotland Academy, Learning & Innovation
	Debbie Lewsley (DL), Risk Manager, Planning, Performance & Transformation (items 8b, 9b & 9c)
	Jacqueline Melville (JM), Head of Programme, Planning, Performance & Transformation (Observing)
	Gordon Paterson (GP), Director of Social Care & Communities
	Fiona Sandford (FS), NHS Borders (observing)
	Lorraine Scott (LSc), Associate Manager, CEO & Chair Office (minutes)
	Alison Shiell (AS), Manager, Planning, Performance & Transformation (items 8a & 8b)

1.   Chair's Welcome

1.1.   The Chair welcomed everyone to the meeting. He particularly welcomed June Brown from NHS Grampian who is observing today in her role as SEND Chair and Fiona Sandford, NHS Borders who is observing as part of the Aspiring Chairs programme. He advised the Board that Jacqui Melville, Head of Programme, Planning, Performance & Transformation will also be joining later as part of her induction.

2.   Apologies for absence

2.1.   Apologies were received from Annie Gunner Logan, Non-Executive Director.

2.2.   Apologies were also received from regular Board attendees, Claire Neary, Lead Business Partner, Planning, Performance & Transformation, Lee Savarrio, Director of Dentistry, Andrew Sturrock, Director of Pharmacy, Judy Thomson, Director of Training for Psychology and Christopher Wroath, Director of NES Technology Service

3.   Declarations of Interest

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

3.2.   Gillian Mawdsley, Non-Executive Director noted a connection with The Open University and Strathclyde University in relation to points raised within the Chief Executive Report.

**4.   Draft Minutes of the One Hundred and Eighty Fifth Meeting –
       27 March 2025   (NES/25/30)**

4.1.   The Board approved the draft minutes of the 27 March 2025 meeting.

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/25/31)

6.1.   The Board received the rolling Board action list for review and approval.

6.2.   The Board noted that the rolling action log from the 27 March 2025 meeting included 5 actions all of which are marked as complete.

6.3. The Chair informed the Board that 1 action from 26 September 2024 remains on the log and the outstanding action from August 2024 is now completed.

6.4. The Board agreed and approved the action list and noted the action in progress.

7. Chair and Chief Executive reports

7a) Chair's Report (NES/25/32)

7.1. The Chair submitted his report to the Board for information and assurance, detailing recent engagements and activities since the 27 March 2025 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 the members of the Board if they had any questions.

7.3. The Board asked whether the discussions at the meetings with the General Medical Council (GMC) and Population Health Group covered the topic of climate change, given the Board's commitment to climate change.

7.4. The Chair responded to note that these meetings did not cover climate change specifically, as the focus at the GMC meeting was on rules and regulations for new physician associate roles. He advised that climate change is generally on the GMC agenda but was not discussed at this particular time.

7.5. There were no further questions from the Board and the content of the report was noted.

7.6. George Valiotis joined the meeting.

7b) Chief Executive's Report (NES/25/33)

7.7. The Chair invited Karen Reid to introduce the report submitted to the Board for review and assurance.

7.8. Karen Reid thanked Claire Butter and Kirsteen McColl for their input in creating a very comprehensive and excellent report. She advised the Board that the letter of confirmation from Scottish Government for the Annual Delivery Plan (ADP) has still not been received however it is expected soon, and that the ADP is on as an agenda item today, which the Board will be asked to agree in principle until this confirmation letter is received.

7.9. Karen Reid noted key items on the agenda, including the Quarter 4 Performance Report, Whistleblowing Report, and the new Research and Innovation Plan.

7.10. Karen Reid advised the Board of the recent interview process for the Director of People and Culture and noted that an appointment was in progress and details will be shared with the Board and the Executive Team in due course. She also

welcomed Gillian MacLeod as Interim Associate Director of Allied Health Professions in the Nursing, Midwifery and Allied Health Profession (NMAHP) Directorate.

7.11.   Karen Reid noted within the report the intended review of Strategic Key Performance Indicators (KPIs) and advised that an engagement plan will be brought forward for discussion to the Board and also advised that Karen Wilson and Kevin Kelman are exploring off the shelf digital solutions to enhance the data available and provide performance information which will allow for better scrutiny.

7.12.   Karen Reid notified the Board that confirmation of funding for the Digital App, which is up to £12 million, in year 1, has been received and advised the Board that she will contact Scottish Government in relation to this Commission and the Board will be advised of the deliverables once these are confirmed.

7.13.   Karen Reid informed the Board that there have been discussions during recent Committees and at the Board regarding a deep-dive review of Digital, particularly due to the significant amount of work in this area. With the agreement of the Chair and the Board, this review will be conducted at the earliest opportunity.

7.14.   Karen Reid opened up to members of the Executive Team to highlight significant work in their directorates.

7.15.   Karen Wilson highlighted the success of the new Quality Improvement Learner Pathways noting there have been 726 completions within a month of launch. She advised the Board that Jill Morrison, who is a care home education facilitator, is a finalist in the Royal College of Nursing (RCN) Awards. Karen also emphasised the work being done around learning disabilities, particularly improving annual health checks to address health disparities and explained the role of practice education facilitators and care home education facilitators in supporting students and their supervisors.

7.16.   Emma Watson highlighted excellent recruitment figures, noting ongoing challenges despite the success. She discussed the British Medical Association (BMA) Race Equality Forum survey and the steps taken to address race equality. Emma mentioned collaboration with the Centre for Workforce Supply (CWS) to support colleagues nearing the end of their visas and employers. Emma also updated the Board on funding received for postgraduate bursaries, with over 60 applications and she praised the Bereavement team's work, noting this is internationally recognised. Emma also highlighted a colleague's Genomic work in healthcare science which is taking a four-nation approach in championing this area of practice within Scotland.

7.17.   The Chair acknowledged the excellent work being done in the Medical Directorate, particularly the Bereavement team and he emphasised the importance of their efforts in an area that often lacks visibility and expressed the Board's gratitude for their contributions.

7.18.   Kevin Kelman confirmed that the recurring funding from the Scottish Government for the National Ultrasound Training Programme has been

received, with this programme having significantly reduced the waiting list by scanning over 14,000 patients in the short time it has been up and running, and he also highlighted NHS Lothian's migration to Turas Learn as their primary learning management system.

7.19.   The Board expressed delight at NHS Lothian's move to Turas Learn, recognising it as a significant achievement given the size of the workforce now accessing the system.

7.20.   The Chair inquired whether the transfer was to the existing Turas platform or in anticipation of a refreshed version.

7.21.   Kevin Kelman clarified that the transfer was to the existing platform, ahead of plans to evolve our broader digital learning infrastructure in the future.

7.22.   The Board asked about the apprenticeships mentioned in the report, specifically seeking insight into how individual boards will target these opportunities towards traditionally underrepresented groups and also inquired whether this initiative could be featured in our Anchors Plan.

7.23.   Kevin Kelman explained that the ambition is to have a coordinated approach across Scotland, identifying good practices from various regions, such as the work in Aberdeenshire with NHS Grampian on foundation apprenticeships in schools and mentioned that a research proposal has been submitted to the Scottish Government and NES are working with Skills Development Scotland (SDS) to raise the profile of health and social care within their work streams. He also noted that NES will have representation on the Scottish Apprenticeship Board, which is a significant step forward.

7.24.   Christina Bichan confirmed that this work has been included in the Board's Anchor intentions within the 2025/26 Annual Delivery Plan.

7.25.   Gordon Paterson highlighted the launch of the National Induction Framework and the development of a Scottish Career Options Tool, which are significant achievements for the Social Care directorate. He emphasised that these tools were developed in partnership, delivered on time and within budget by a small team on fixed-term contracts. Gordon mentioned the potential for further development of these tools, such as creating specific learning pathways and integrating real-time job vacancies and local qualification pathways. He expressed hope for continued work in this area, contingent on securing funding to extend the contracts of the team members who delivered these projects.

7.26.   Gordon Paterson advised that links to the National Induction Framework and the Career Options Tool will be shared with members.

7.27.   The Chair acknowledged the importance of the work on the National Induction Framework and the career options tool for the care sector and emphasised the significant improvement these tools represent, providing a foundation for a developed learning and progression system in the future. The Chair expressed full support for securing future funding to continue this important work, recognising the sector's interconnected nature.

7.28.   The Board praised the work done on the National Induction Framework, describing it as potentially transformational for the care sector and expressed excitement about the impact NES is making in the care sector and acknowledged the ambition behind the work.

7.29.   The Board inquired about the Unpaid Carers Programme, specifically the development of podcasts for health and social care staff, and sought more details on the innovation, rollout, and measurement of its impact.

7.30.   Gordon Paterson appreciated the Boards positive comments and explained that the Unpaid Carers Programme was established through a positive relationship with the Scottish Government's policy team, and he noted that the EPIC (Equal Partners in Care) resource had been developed and evaluated to support the workforce in identifying and meeting the needs of unpaid carers. Gordon highlighted the development of podcasts as an innovative approach to engage people in conversations about the contributions of unpaid carers and the potential for further investment to support carers in their roles and mentioned ongoing discussions with the Scottish Government about creating resources including a landing page for carers. Gordon offered to provide more information on the podcasts and their impact in future CEO reports.

7.31.   The Board asked if NES is represented on the National Care Service (NCS) Advisory Board.

7.32.   Gordon explained that NES does not have individual health board representation on the NCS Advisory Board. However, Fiona Davis, the Chief Executive of NHS Highland, represents NHS Scotland Board Chief Executives and is a member of the tripartite group with Karen Reid. He noted that the first meeting of the NCS Advisory Board was held recently, and that NES along with other NHS boards is represented through Fiona Davis's attendance.

7.33.   The Chair pointed out that the appointments to the NCS Advisory Board are interim and that the group is not yet fully formed.

7.34.   Jim Boyle highlighted the progress on the Digital Front Door project, specifically the appointment of a delivery partner to provide technical staff resources and noted that the project met the original timeline for awarding the Commission by the end of April, despite the complexity and tight schedule. Jim emphasised the teamwork between NES Technology Service and the procurement team in achieving this milestone.

7.35.   The Chair praised Karen Reid's governance to keep the project on track and stressed the importance of sharing performance notes with the Planning and Performance Committee. He underlined the project's broader impacts, such as its expansion to other boards, integration with social care, and future inclusion of an integrated record. He also emphasised the need for clear communication to inform Board members and others about the new systems, especially regarding changes and replacing legacy business systems.

7.36.   The Board asked for clarity on the meaning of Communications for the project.

7.37.   The Chair noted that there is a need for comprehensive communication to inform Board members and others about the implications of the new digital systems, highlighting the importance of explaining what the Digital Front Door is, what are its benefits, outcomes, and the necessary changes in thinking for implementation. The Chair also mentioned the plan to create a short animation or presentation introduction, which will be tested with the Board before rolling it out more broadly.

7.38.   The Board suggested including more indicative timescales in the CEO report in future for clarity, specifically in relation to enhanced monitoring and Freedom of Information (FOI) information.

7.39.   Karen Reid noted in relation to sites that are on enhanced monitoring it is possible to provide dates when these sites went on enhanced monitoring however NES would not provide dates for follow-up visits in a public document due to the regulatory nature of the role. Karen noted in relation to the timescale for the FOI report, it is noted within the report that it is for Quarter 4.

7.40.   The Board asked if Climate Change features in the National Advisory Taskforce leadership work and if there are opportunities for it to be included.

7.41.   Karen Reid addressed the point about the Advisory Group explaining that she was invited by the Cabinet Secretary for Education and Skills to join a small task force supporting the University of Dundee in its recovery, chaired by Sir Alan Langlands.

7.42.   Karen also advised the Board that she and Kevin Kelman attended a panel on Leadership and Skills for the Future which was for local government and NHS senior HR leaders.

7.43.   The Board requested more information on the process of deciding which consultations are responded to and the criteria used to determine if a non-executive view should be sought.

7.44.   Karen Reid clarified that non-executive directors would be involved in consultations that impact strategic direction or policy changes and not in consultations relating to operational details.

7.45.   The Chair agreed the need to consider whether non-executive input is required based on the nature of the consultation.

7.46.   The Board noted that it is possible to sign up for notifications of all consultations on the Scottish Government website and advised colleagues that very few consultations are relevant for non-executive involvement.

7.47.   The Board raised a general question about how to capture and communicate the complex picture of partnerships in a way that the public and others can understand, given the government's focus on collaboration.

7.48.   Karen Reid noted that the intent is to capture information about partnerships and collaborations in the KPIs and to provide more information in the Chief

Executive's report. She acknowledged the need to signpost new collaborations better in future reports and link them back to the measures. **ACTION: KR**

7.49. The Board asked about the engagement process for developing strategic KPIs and who would be involved in this process.

7.50. Karen Reid explained that the engagement process for developing KPIs will align with the development of the new Strategy. Advising that it will involve engaging with the Board and non-executives to understand their assurance and governance requirements. Additionally, there will be broader engagement with key partners such as Universities, Boards, and Local Authorities

7.51. The Board requested that the presentation given to senior HR leaders could be accessed by the board members.

7.52. Karen Reid confirmed that the presentation could be shared and advised that this will be arranged. **ACTION: LS/KK**

7.53. The Chair asked Karen Reid to share a statistic about the number of objectives achieved by NES last year.

7.54. Karen Reid advised that NES had 177 objectives last year and is on target to progress or complete more than 160 of them. She advised that Christina Bichan will be providing these details in a future report on the agenda in the Annual Delivery Plan 2025-26.

7.55. The Chair noted the significant achievements reported by NES across various areas of business. He emphasised the importance of the Digital Front Door project and the rigorous governance element put in place which ensured it progressed within the timescale. He acknowledged the tremendous progress made despite fiscal challenges and congratulated Karen Reid and the Executive team for their efforts.

7.56. The Board agreed that the report provided assurance.

7.57. Alison Shiell and Rob Coward joined the meeting during the discussion of this report.

8. **Strategic Item**

8a) **Draft 2025-26 Annual Delivery Plan Feedback** (NES/25/34)

8.1. The Chair welcomed Alison Shiell and Christina Bichan introduced the report, which comes to the Board review for review and approval.

8.2. Christina Bichan presented the final draft of the ADP explaining that the report consists of an overarching narrative and a set of detailed deliverables. She advised the Board that operational planning across all directorates was undertaken in the final quarter of 2024, ahead of the planning guidance received in early December from Scottish Government. Christina advised that the planning and finance teams worked in an integrated way to ensure

alignment between delivery and financial plans. She noted that the ADP includes 156 deliverables, with a further 38 funding-dependent deliverables advising that no substantive changes have been made to the content since it was approved by the Board ahead of submission to the Scottish Government in March 2025. Christina advised the Board that approval in principle is being sought today until the confirmation of sign-off letter is received from Scottish Government.

8.3.   The Chair thanked Christina and opened to the Board for questions.

8.4.   The Board asked about the process for reporting progress against the ADP and whether there would be significant changes in how information is presented due to a different audience.

8.5.   Christina Bichan clarified that the reporting process would remain consistent with previous years, with no significant changes anticipated. The reporting will continue to be shared with the sponsor team on a quarterly basis and picked up in strategic conversations between the Chair, Chief Executive, and others.

8.6.   The Board expressed clarification on the absence of environmental priorities in the Annual Delivery Plan (ADP). They asked how the Board addresses items like the impact on the environment when they are not listed as priorities in the ADP and requested information on where to find details regarding the board's concern for the environment.

8.7.   The Chair suggested adding a section to the ADP to cover the fact that the board is working on environmental concerns as part of the plan.

8.8.   Karen Reid responded that it would be difficult to add a section to the ADP at this stage since it has already been submitted to Scottish Government. However, she agreed to note the concerns raised noting that the ADP did contain aspects that ensure climate progress is addressed. KR also noted that environmental impacts are part of the Climate Strategy within NES, which will be reported on separately.

8.9.   Christina Bichan also added that the delivery of the Climate Strategy is the vehicle through which environmental concerns are addressed and noted that within the narrative section of the ADP, Climate Strategy is already referenced. There is also a deliverable within the ADP itself.

8.10.   The Chair thanked Alison Shiell and Christina Bichan for the paper and the Board approved the report.

8.11.   Fiona Fraser and Debbie Lewsley joined the meeting during the discussion of this report.

8b)   Annual Risk Management Strategy Review   (NES/25/35)

8.5.   The Chair welcomed Debbie Lewsley to the meeting and asked her to introduce the report, which comes to the Board for review.

8.12.   Debbie introduced the NES Risk Management Strategy, highlighting that it underwent an annual review. She advised that the Strategy was updated to include changes from the new scoring matrix and additional categories added to the NES risk profile. Debbie advised the Board that the revised version was presented to the Audit and Risk Committee (ARC) in April 2025, following the Board's approval of the NES risk appetite in February 2025 and it was reviewed and approved with no further amendments.

8.13.   Jim Boyle added that the Strategy is robust and has seen significant improvements in recent months, particularly in the structure and review process. He noted that the most important aspect of managing risk is active engagement and regular review, rather than the format itself. Jim Boyle mentioned that there will be further updates and deep dives into strategic risks in June 2025.

8.14.   The Chair supported Jim's point highlighting the new format for reporting on risk, is more straightforward and easier to read.

8.15.   The Chair opened the item to the Board for questions. As there were none the Chair thanked Debbie Lewsley for the paper and the Board agreed that this report provided assurance.

8.16.   Debbie Lewsley left the meeting.

8c)   NES Learning and Education Research and Innovation   (NES/25/36)
Plan

8.9.   The Chair invited Kevin Kelman to introduce the report which comes to the Board for review, and welcomed Fiona Fraser to the meeting

8.17.   Kevin Kelman introduced the NES Learning and Education Research and Innovation Plan and advised that it complements the NES Learning and Education Strategy which has been approved by the Board. He advised that the Plan has been reviewed by the Executive Team, the Education and Quality Executive Group, and the Education and Quality Committee, with amendments made based on feedback received. He advised that a Research and Innovation Group has been established with representatives from across NES to take forward the activities outlined in the plan.

8.18.   It was agreed that Kevin Kelman would share his presentation with Board members.   **ACTION: LS**

8.19.   The Chair thanked Kevin for the presentation and opened for questions.

8.20.   The Board praised the plan, describing it as excellent and well-considered. They suggested some improvements in presentation, such as ensuring consistency in terminology (e.g., key actions vs. priority actions) and making outcomes more tangible and measurable. It was also noted that the Research and Innovation outcomes section on page 26 describes the process well but lacks specific outcomes.

8.21. Kevin Kelman appreciated the feedback and confirmed that the Plan is still in a draft format, and he assured that the comments would be reviewed and incorporated before the final production through the design team.

8.22. The Chair supported these observations and emphasised that the document is excellent and very helpful, he also confirmed that this Plan would serve as the overarching research framework for NES. The Chair also mentioned that the research being undertaken by the Centre for Remote and Rural Health and Care would feed into the same system.

8.12. The Chair thanked Kevin Kelman and Fiona Fraser for the report and the Board agreed that this report provided assurance.

8.23. Fiona Fraser left the meeting.

9.   Performance Items

9a)   Quarter 4 Delivery Report 2024/25   (NES/25/37)

9.1. The Chair invited Alison Shiell to introduce the report, which comes to the Board for review and approval.

9.1. Alison presented the Q4 delivery report, highlighting NES's performance against the deliverables set out in the Annual Delivery Plan. She advised the Board that NES has achieved 84% completion or on-track status for the 2024/25 year-end, equating to 149 out of 177 deliverables noting that this is slightly lower than the 85% delivery rate from the previous year. Alison advised that 25 deliverables reported minor delays, and 3 deliverables had significant delays impacting planned delivery, and advised that the delays were primarily due to funding issues, with 3 deliverables affected by funding delays outside NES's control. Alison advised that the updates received from the NHS Scotland Academy were approved at their Executive Programme Group meeting and confirmed the overall year-end position as reported. Alison noted that the next steps for delayed deliverables were confirmed, with some being closed and others carried forward into the 2025/26 plan.

9.2. Alison invited questions from the Board on both the format and detail of the report. There were no questions from Board members.

9.3. The Chair thanked Alison Shiell for the paper and the Board approved the report.

9.4. Debbie Lewsley joined the meeting during this report discussion.

9.5. Alison Shiell left the meeting.

9b)   Quarter 4 Strategic Risk Update   (NES/25/38)

9.5. The Chair welcomed Debbie Lewsley to the meeting and invited Rob Coward to introduce the report, which comes to the Board for review and approval.

9.6. Rob Coward noted that the report presents the fourth Quarterly update of the Strategic Risk Register and includes a summary of all Strategic Risks, he noted that the risks themselves remained unchanged, though some scoring adjustments were made. He advised that the changes in scoring reflect a decrease in NES's overall risk exposure due to changes in the risk environment and strengthened controls. Rob advised that most risks are within the Board's Risk Appetite, with a few exceptions where controls are being strengthened but cannot fully mitigate the risks within existing resources.

9.7. The Chair invited questions and comments about the Strategic Risk update.

9.8. The Board enquired about SR6 noting that the completed actions suggested it should be within appetite and questioned what is preventing it from being within appetite and whether it is realistic to expect it to reach that point.

9.9. Debbie Lewsley responded that she would follow up with Christopher Wroath in her review meeting with him in June and will provide an update to the June Audit and Risk Committee and follow up to the Board at the next meeting in August 2025. **ACTION: DL**

9.8. The Chair thanked Rob Coward and Debbie Lewsley for the paper and the Board approved the report.

9c)   Quarter 4 Strategic Key Performance Indicator Report   (NES/25/39)

9.9. The Chair invited Debbie Lewsley to introduce the report, which comes to the Board for review and approval.

9.10. Debbie presented the fourth quarterly update of the Strategic KPIs, noting that data has been reported for 80% of the KPIs. She highlighted progress in developing measures not yet reported and interim solutions for education measures pending the new digital learning infrastructure. Debbie advised that RAG parameters have been set for all established reportable measurements, and further development will be undertaken for the RAG status of newly reported SKPI 29B. She also noted that, as requested by the Board, an additional column has been added to the report and template to record target action completion dates, and work will continue to include this information in reports. Debbie advised of an increase in agreed savings against the annual budget and an increase in medical funded trainee placement vacancy rates, both now having a green RAG status. She mentioned that the staff retention rate remains high, and there is positive performance in regard to staff sickness with a significant decrease in absences reported. Debbie noted there were two proposed amendments: changing the wording of SKPI 12 and reporting SKPI 21B biannually instead of quarterly.

9.11. The Chair opened to the Board for questions, as there were none the Chair thanked Debbie Lewsley for the paper and the Board approved the report.

9.12. Debbie Lewsley and Rob Coward left the meeting.

10.   **Quadrennial and Biennial Items**

10a)   **Executive Lead Annual Whistleblowing Report 2024/25**   (NES/25/40)

10.1.   The Chair welcomed Nancy El-Farargy to the meeting and asked her to introduce the report, which comes to the Board for review and approval.

10.2.   Nancy El-Farargy presented the fourth annual whistleblowing report, noting that all NHS Scotland boards are required to publish an annual report and submit it to the Independent National Whistleblowing Officer team (INWO). Nancy advised that there was one whistleblowing concern reported during quarter three related to the safety of a staff member. She noted that as recorded within the report, the essential learning whistleblowing training figure for line managers stood at 88% as of April. Nancy also mentioned that 822 employees had completed the first level overview training, and this information will be added to future reports. Nancy also noted the success of the "Speak Up Week" in quarter three, which included a recorded video message by Karen Reid and a webinar hosted by Gillian Mawdsley NES' whistleblowing champion. Nancy also reported that at the end of year four since the introduction of the national Whistleblowing Standards, NES has recorded one concern at stage one and three concerns under stage two.   **ACTION: NE-F**

10.3.   Christina Bichan added that NES's work in whistleblowing continues to progress, aiming to build year on year and noted a positive session at the recent Learning at Work week, where colleagues learned about internal processes for raising concerns and the role of confidential contacts, with good attendance.

10.4.   Gillian Mawdsley, Whistleblowing Champion expressed gratitude for Nancy's report and highlighted the areas of assurance coming through each quarter, she emphasised the importance of having the whistleblowing process in place and acknowledged the collaboration within the Team. Gillian noted the innovation of confidential contacts initiated by the Chief Executive some years ago, which has become a significant route for signposting concerns, potentially preventing them from escalating to whistleblowing issues, Gillian also acknowledged her appreciation for the work done during the "Speak Up Week" and the ongoing efforts to expand the pool of confidential contacts.

10.5.   The Chair opened for questions.

10.6.   The Board endorsed the robust and open process demonstrated by the whistleblowing report, noting that it effectively addressed concerns when something went wrong.

10.7.   The Board inquired about the context of the staff safety concern mentioned in the report, specifically whether it pertained to a clinical environment or another type of workplace environment.

10.8.   Christina Bichan clarified that the staff safety concern was related to the workplace environment but not necessarily a clinical one.

10.9.   The Board acknowledged the figure of 822 staff who completed the whistleblowing training and suggested representing it as a percentage of the core staff (1200) to provide clearer context.

10.10. Nancy El-Farargy confirmed that the 822 figure pertains to the core staff and agreed to add the percentage representation to the report.   **ACTION: NE-F**

10.11. The Chair noted that the figure demonstrates an active interest in learning about whistleblowing, especially since it is not mandatory for all staff. He also expressed a desire to see the managers' and leaders' training figures reach 100%, acknowledging the challenges in achieving this.

10.12. The Board expressed concern on how the Board can be assured that learnings from whistleblowing incidents are thoroughly implemented. The robust process surrounding reporting and investigation was acknowledged but greater certainty sought regarding the implementation of learnings.

10.13. The Chair noted that the small number of incidents makes it difficult to provide meaningful assurance but expressed confidence that learnings would be taken forward rigorously.

10.14. Karen Reid explained that quarterly whistleblowing reports to the Staff Governance Committee detail the learnings from incidents and that this provides assurance to the Board. Karen also mentioned that if the learning has broader implications, it may also feature in the Chief Executive's report. Karen Reid suggested making the link between learnings and whistleblowing episodes more explicit in future reports.   **ACTION: CBi**

10.15. The Chair thanked Nancy El-Farargy and Christina Bichan for the paper and the Board approved the report.

10.16. Nancy El-Farargy left the meeting.

**10b)   Non-Executive Director Whistleblowing Champion   (NES/25/41)
Report 2024/25**

10.5   The Chair invited Gillian Mawdsley to introduce the report, which comes to the Board for review and approval.

10.17. Gillian Mawdsley acknowledged the support from the Chief Executive's office in formatting and other arrangements for the report and highlighted the collaboration and expanding opportunities within the whistleblowing process, emphasising the importance of considering trends and the robustness of the process. Gillian praised the confidential contacts for their ability, confidence, and eloquence, noting their significant role in the whistleblowing process. Gillian also mentioned the recent meeting with the Cabinet Secretary and the requirement to provide a report to them, which was shared with the Executive Team for transparency.

10.18. The Chair thanked Gillian for her dedicated work on the whistleblowing report and noted that her letter to the Cabinet Secretary was very comprehensive. He also expressed a general disappointment that the Board does not hear about the outcomes across the whole NHS, suggesting that learnings from the system could be worked on in the future.

10.7 The Chair opened to the Board for questions, as there were none the Board approved the report.

11.   Governance Item

11a)   NES Corporate Governance Blueprint Improvement   (NES/25/42)
          Plan End of Year Report

11.1.   The Chair invited Christina Bichan to present the report to the Board for review.

11.2.   Christina mentioned that the report was initially prepared by Della Thomas before her retirement and thanked her for the preparation. She advised the Board that the report had been reviewed by the Audit and Risk Committee and other appropriate channels before coming to the Board. Christina highlighted that the report aligns with the time scales set out at the start of the process and shows significant progress across the year. Christina noted that the report is presented for review and approval and may be submitted to the Scottish Government if requested.

11.3.   The Chair opened to the Board for questions, as there were none the Chair thanked Christina Bichan for the paper and the Board confirmed the paper provided assurance.

11.4.   Laura Howard joined the meeting during discussion of this report.

         Significant issues to report from Standing Committees:

11b)   Audit and Risk Committee, 24 April 2025

11.5.   The Chair invited Jean Ford to provide a brief overview of the recent Audit and Risk Committee (ARC) held on 24 April 2025.

11.6.   Jean Ford highlighted several ARC outputs discussed in the meeting, including Risks, SKPIs, Blueprint Improvement Plan, and Strategy. The Committee reviewed the final two Internal Audits for 2024-2025 on Transformation Programme Assurance and Climate Change, both rated yellow. The Internal Audit Plan for 2025-2026 was approved. Jean Ford noted the positive outcome of the 2024-2025 Audits, with only one rated Amber. External Audit recommendations, the External Audit Plan for the Annual Report and accounts, Draft Governance Statement, Annual Losses report, and ARC self-assessment were also reviewed, along with regular Climate Change reports.

11.7.   There were no questions from the Board and the update was noted.

11c) Planning and Performance Committee, 2 May 2025

11.8. The Chair invited Ally Boyle to provide a brief overview of the recent Planning and Performance Committee held on 2 May 2025.

11.9. Ally Boyle reported that the initial Planning and Performance Committee meeting was successful. The Committee reviewed several topics also addressed at the Board meeting, including the Finance update, SKPI report, and delivery performance. Key discussions covered the Committee's future direction, particularly concerning Transformation and Collaboration. He informed the Board that the Committee would prioritise Anchor Institution work, reducing Inequalities, and Population Health. Additionally, the decision-making process for externally commissioned items and planned in-depth analyses of three programmes to enhance governance and interface were discussed.

11.10. There were no questions from the Board and the update was noted.

11d) Staff Governance Committee, 1 May 2025

11.11. The Chair invited Nigel Henderson to provide a brief overview of the recent Staff Governance Committee (SGC) held on 1 May 2025.

11.12. Nigel Henderson reported that the Staff Governance Committee reviewed plans for the Learning at Work Week and approved the annual reports for both the Staff Governance Committee and the Remuneration Committee. The committee also endorsed the Annual Review of the Partnership Forum Agreement and its Terms of Reference. Furthermore, the committee authorised the annual whistleblowing report and received regular updates on SKPIs and Staff Governance standards, observing positive progress in all areas.

11.9 There were no questions from the Board and the update was noted.

11e) Education and Quality Committee, 8 May 2025

11.10 The Chair invited Karen Wilson to provide a brief overview of the recent Education and Quality Committee (EQC) held on 8 May 2025.

11.13. Karen Wilson reported that the EQC covered several items also discussed in the Board meeting. Key points included the Lead Executive report, which was clarified to be a descriptive account of education and quality work, including impact, outcome, and evaluation data. The Committee agreed that assurance should be derived from all information presented, not just the Lead Executive report. Additionally, the NHS Academy Educational Governance annual report was highlighted as exemplary, with discussions on why some Boards may not use the Academy as much and the importance of including any negative reports in future updates.

11.14. There were no questions from the Board and the update was noted.

12. Items for Homologation

NES Standing Committee Minutes

12a) **2025-26 Annual Budget Papers presented to Private**   (NES/25/43)
Board 27 March 2025

For Homologation.

12.1. Jim Boyle explained that the budget papers were initially considered in a Private Board meeting on March 27th, as requested by the Scottish Government. The papers are now brought into the public domain, which is good practice. The detailed savings plan remains private due to the lack of final confirmation from the Scottish Government and the rescheduling of delivery workshops. The budget papers will be updated once these processes are completed.

12.2. The Board homologated the minutes of this meeting.

12b) **Audit and Risk Committee, 16 January 2025**   (NES/25/44)

The minutes of this meeting were homologated by the Board.

12c) **Staff Governance Committee, 20 February 2025**   (NES/25/45)

The minutes of this meeting were homologated by the Board.

12d) **Education and Quality Committee, 6 March 2025**   (NES/25/46)

The minutes of this meeting were homologated by the Board.

13. Any Other Business

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

14. Date and Time of Next Meetings

- Private Board: 22 May 2025 follows on from Public Board (Hybrid Meeting)
- Private Board: 26 June 2025 (Hybrid Meeting)
- Board Development Session: 26 June 2025 (Hybrid Meeting)

14.1. The Chair thanked everyone for their attendance and all papers presented.

14.2. The meeting closed at 12:15 pm.

Rolling Action List arising from Board meetings

Minute	Title	Action	Responsibility	Date required	Status and date of completion
Action raised at Board meeting on 22 May 2025					
7.26	Chief Executive's Report	National Induction Framework and Career Options Tool to be shared with members	GP	26 Jul 2025	**Complete** This was shared with Board members on 26 July 2025.
7.48	Chief Executive's Report	Capture information on partnerships and collaboration in the KPIs and share this in the CEO Report	KR	21 Aug 2025	**Complete** Information on partnerships has been included in the Board CEO report at part of the SKPI update.
7.52	Chief Executive's Report	Share presentation given to Chartered Institute of Personnel and Development	LS/KK	26 Jul 2025	**Complete** This was shared with Board members on 26 July 2025.
8.17	Chief Executive's Report	To share presentation given for the Learning & Education Research & Innovation Plan	LS/KK	26 Jul 2025	**Complete** This was shared with Board members on 26 July 2025.
9.9	Quarter 4 Strategic Risk Update	SR6 to be reviewed and an update provided at ARC and Public Board	DL	21 Aug 2025	**Complete** SR was discussed as part of the quarterly review and an update has been included in the Q1 Strategic Risk Report.
10.2 10.10	Executive Lead Annual Whistleblowing Report 2024/25	The figure for employees completing the first level overview training to be added to future reports, and also to include this figure as a percentage.	N-EF	21 Aug 2025	**Complete** This feedback has been recorded and will be incorporated into future reports.
10:14	Executive Lead Annual Whistleblowing Report 2024/25	To make a link between learnings and whistleblowing episodes more explicit in future reports.	CBi	21 Aug 2025	**Complete** This feedback has been recorded and will be incorporated into future reports.

Action raised at Board meeting on 6 February 2025					
8.32	Quarter 2 Strategic Key Performance Indicators – Board Performance Report 2024-25	Review the existing SKPIs to ensure they are appropriately worded and aligned with the organisation's goals.	CBi	September 2025	**Complete** The SKPI review is scheduled for an upcoming Board Development session.
Actions raised at Board meeting on 15 August 2024					
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	September 2025	**Complete** Active discussions ongoing as part of the digital prioritisation process.

NES / LS / CD
June 2025

CHAIR'S REPORT

David Garbutt, Chair of NES Board

21 August 2025

1.   Introduction

1.1.   Since the last Board meeting on 22 May 2025, I have attended the following meetings and events, as well as internal NES meetings, Board and Standing Committees.

1.2.   During the month, I have held mentoring meetings with George Valiotis, Non-Executive Director, Louise Harker, Boardroom Apprentice and with Fiona Sandford, who is shadowing me as an Aspiring Chair. I have also met with non-executive Board colleagues to discuss their appraisals.

2.   Summary of Engagement May 2025

2.1.   On the 27 May 2025, I attended the Promise Scotland Directorate Strategy Day, at Charlotte House Edinburgh. This meeting proposed budget reductions and a need for an increased focus on delivery by the national and local institutions responsible for the delivery of the action plan. The meeting was attended by Joe Griffin the Permanent Secretary Scottish Government (SG).

3.   Summary of Engagement June 2025

3.1.   On 2 June 2025, I attended an NHS Chairs Meeting, to assist in conveying the clear message from SG of achieving a significant and sustained reduction in patients waiting over 52 weeks and to seek assurance from NHS Board Chairs that everything is being done to achieve the target of no waits over 52 weeks by the end of March 2026.

3.2.   The NHS Scotland Event took place online on the 9 June 2025. The programme covered the key areas identified to sustain and renew the NHS in Scotland, which are:

- Improving access to treatment - reducing immediate pressures by driving down waiting times and clearing backlogs.

- Shifting the balance of care into the community and homes - delivering the right care in the right place while protecting access in hospitals.

- Delivering a stronger digital first approach to all our health and social care services - improving access to services through innovation and technology.

- A long-term focus on prevention - tackling the root causes of long-term ill-health and disease and helping people to live longer, healthier lives.

3.3.   On 12 June 2025, NES colleagues and I attended the 2025 Network and Information Services (NIS) Audit Management Meeting with the NIS Audit Team and the Scottish Health Competent Authority. NES Auditors presented their findings for the NES 2025 follow-up audit and answered questions from NES Executive Team/Board Members. It was pleasing to hear that NES had scored very highly against the criteria and was continuing to develop our processes in this area.

3.4.   The Audit and Risk Committee took place on the 16 June 2025 with NES colleagues and Non-Executive Board Members.

3.5. On 17 June 2025, the Chief Executive and I met with NES colleagues in a CEO Briefing Meeting to discuss SG's Service Renewal Framework and the creation of NHS Delivery.

3.6. Later on that day, I met with NHS Chairs, Chief Executives and Chief Officers to discuss the newly announced Service Renewal Framework & Population Health Framework. Much of the discussion related to the need for all Boards to incorporate the new Framework documents into their Governance models.

3.7. I attended the Renumeration Sub-Committee Meeting at Westport on the morning of the 18 June 2025, with NES colleagues and Non-Executive Board Members.

3.8. On the afternoon of 18 June 2025, I attended an Extraordinary Board Chairs Group Meeting. At this meeting we discussed matters arising and agreed the updated Terms of Reference for the Group and the transition to a one-year appointment for the Chair and Vice Chair roles.

3.9. I attended the Joint Board Chairs Group (BGC) and Board Chief Executive (BCE) Meeting at on the 23 June 2025, this was held at The Convention of Scottish Local Authorities (COSLA) Conference Centre, Edinburgh. There were detailed discussions on collaboration, the Operational Improvement Plan, the Population Health Framework and the Service Renewal Framework.

3.10. On the evening of the 24 June 2025 I attended the Scottish Clinical Leadership Fellowship (SCFL) programme Cohort 14 Consolidation event to close the programme and have an open forum with the graduating fellows on their experiences over the year. This continues to be a well-supported programme which brings significant development opportunities to all participants.

3.11. On the 25 June 2025 the Chief Executive and I visited 177 Bothwell Street, Glasgow office for a site visit prior to the office opening to staff in July 2025.

3.12. The Chief Executive and I then met with Mary Morgan and Keith Redpath, respectively the Chief Executive and Chair of National Services Scotland (NSS). This meeting took place in person at NES offices at 2 Central Quay, Glasgow, to begin discussions around the creation of NHS Delivery.

3.13. I Chaired the NES Private Board meeting on the 26 June, which was attended by NES Colleagues and Board members.

4.   Summary of Engagement July 2025

4.1. A SG/NES Sponsorship Meeting took place on the 3 July 2025 in Partnership with SG Colleagues.

4.2. On Friday, 4 July 2025, I was delighted to attend the University of Strathclyde Graduation Ceremony where I was awarded the degree of Doctor of the University (Honoris Causa).

4.3. On Tuesday 8 July, NES welcomed a visit from Montenegrin Officials and UNICEF to discuss the differing approaches to early child development and preventative home visiting health services for children and families. They had an excellent presentation from Karen Wilson, Deputy Chief Executive and Director of Nursing

Midwifery and AHPs (NMAHP) and her team, they have since written to say how useful the visit was to them.

4.4. On the 11 July 2025, I attended the first NHS Delivery Programme Board in collaboration with SG, NSS and NES colleagues. Several presentational and development issues were discussed at this meeting.

4.5. On Monday, 14 July 2024 I attended the Board Chairs Improving Public Health Group (IPHG) meeting and then attended the ET on the Road Staff Engagement Session at 177 Bothwell Street, Glasgow to welcome NES colleagues to the new Glasgow office space. The ET on the Road Staff Engagement session allowed colleagues the opportunity to ask the NES Executive Team questions across a variety of subjects.

4.6. On the 23 July 2025 I attended an NHS Chairs Meeting with the Cabinet Secretary to discuss the Shared Authority Model and its potential for wider implementation after the initial developments had been inaugurated.

4.7. On the 28 July 2025, NES hosted a ministerial visit from Jenni Minto, Public Health Minister, Megan Wynn, Dentistry Policy Manager and Kirsten Laidlaw, Private Secretary to enable discussions and learning around the work taking place across NES on Oral Health Inequalities. The Minister heard from Lee Savarrio, Director of Dental and Thomas Lamont, Associate Postgraduate Dental Dean. The Minister has since written to say that she was very impressed with the visit and with the enthusiasm shown by the presenting team.

5.   Summary of Engagement August 2025

5.1. On Tuesday, 5 August 2025 I attended the Board Development Reference Group where we discussed a range of initiatives, including the new Board Secretary's training programme; progress with a wide range of work for non-executive directors; and the Aspiring Chairs Programme.

5.2. I attended and welcomed the New SCLF Cohort to NES at the Westport office in Edinburgh, with Emma Watson, Medical Director on the 7 August 2025. This is the 15th SCLF cohort, the welcome and introduction session is a key opportunity which allows an open forum with the new fellows on their expectations for the year ahead.

6.   Announcements

6.1. **Director of People and Culture**
The recruitment for the Director of People and Culture has been completed and I am pleased to announce that Sybil Canavan will be joining NES on the 1 September 2025 from her current post at NHS Health Improvement Scotland (HIS).

6.2. **Board Secretary and Principal Lead Corporate Governance**
The recruitment for this post has been completed and I am pleased to say that Drew McGowan will be joining NES from 1st September from his current Board Secretary post at Glasgow College.

David Garbutt
Chair

Chief Executive's Report

Professor Karen Reid, Chief Executive

Date: 21 August 2025

1. Introduction

a) Since the May 2025 Board meeting, the Cabinet Secretary for Health and Social Care announced the Service Renewal Framework (SRF) on 17 June 2025. The SRF aims to improve, innovate, and coordinate health and care services while supporting the workforce. An update is included on page 3 of this report.

b) The 21 August 2025 Board agenda includes a formal feedback letter from Scottish Government confirming approval of our 2025-26 Annual Delivery Plan (ADP). This letter was received in advance of the NHS Delivery announcement; however, we remain committed to delivering the priorities set out within our 2025-26 ADP, and updates will continue to be provided via quarterly delivery reports.

c) The agenda also includes several Quarter 1 performance reports for the Board to approve. This is the financial report, delivery report, strategic risk update, and the Strategic Key Performance Indicator Report. These reports are essential to our ongoing improvement efforts and accountability. The Quarter 1 Strategic Risk Register Report will provide a comprehensive overview of the risks identified during quarter 1, along with the measures taken to address them. The Quarter 1 Strategic Key Performance Indicator Report outlines our progress in achieving strategic goals.

d) In addition to these items, the Board will also receive a short update on NHS Delivery and will review and discuss the Social Care & Communities Directorate Staffing.

2. Updates and Announcements

2.1. National Care Service (NCS)

a) Over the summer, members of the NCS Interim Advisory Board were invited to a number of 'spotlight' sessions to learn more about: Integration Arrangements; Adult Social Care in Scotland; Data; the Scottish Learning and Improvement Framework; Participation; Fair Work.

b) The former 'Tri-partite Group' has been reconstituted as the 'Public Sector Leadership Group' to reflect the addition of Chief Officers from Health and Social Care Scotland, alongside existing members from NHS Scotland (NHSS), COSLA, Scottish Government and SOLACE. This group now has a new Memorandum of Understanding (MOU) and Terms of Reference reflecting this change, the establishment of the Advisory Board and its role in commissioning and developing papers for the NCS Advisory Board's consideration. A short-life working group has been established to explore the potential to introduce a 'Support and Improvement Framework' for the 'NCS', similar to that which monitors performance and risk across NHS Scotland.

2.2   NHS Education for Scotland, 102 Westport, Edinburgh

a)   The Scottish Government and NES have finalised a 12 month extension to the current Westport lease, which will now remain in effect until 26 July 2026. This arrangement is intended to facilitate a structured and efficient transition from the premises.

b)   The announcement of the formation of NHS Delivery will inevitably impact the property estate holdings in the coming years, and joint consideration of a property strategy between NES, National Services Scotland (NSS) and the Scottish Government will need to take place. In the meantime, NES has encouraged the Scottish Government to re-commence planning for the relocation of desk based work, meetings, and collaboration activities to Victoria Quay (VQ) following the vacation of Westport in 2026. This can only be done in collaboration with the Scottish Government, as they are the building owners, and they will be responsible for facilitating the move and making any necessary adaptations to allow NES occupation. These discussions should also involve NSS colleagues to enable them, as NHS Delivery partners with NES, to consider VQ as an option for the new organisation, considering the ending of the lease for Gyle Square by 2029 at the latest. A report on options will be brought to the Board for consideration in September 2025.

2.3   NHS Education for Scotland, 177 Bothwell Street, Glasgow

a)   The NES Bothwell Street office was officially occupied by NES and Public Health Scotland (PHS) in July 2025.

b)   Our move to Bothwell Street also included the successful migration of our IT Datacentre, which will provide a more efficient use of energy and consequent reduction in carbon emissions.

c)   On 14 July 2025, I hosted an in-person ET on the Road engagement session. This event brought together approximately 60 NES staff for an open Q&A session with me, the NES Chair, and members of the Executive Team. The session provided a valuable opportunity to connect directly with colleagues, share updates on key programmes, and hear staff perspectives on current priorities. The energy and engagement in the room reflected the strength of our organisational culture and the importance of maintaining open, face-to-face dialogue as we continue to evolve NHS Delivery.

2.4   NHS Delivery

a)   On 17 June 2025, the Cabinet Secretary for Health and Social Care announced the Service Renewal Framework (SRF). The SRF sets out the need to drive improvement, innovation, and cohesive delivery to transform health and care services and support our health and care workforce. As part of this, the commitment to create a Centre of Excellence to optimise the delivery of national services, creating opportunities for improvement, innovation, and efficiency

3

system-wide, was made. This will drive a cohesive delivery to achieve much-needed transformation on how the health and social care workforce is supported to deliver for the people of Scotland.

b) The mechanism through which this is to be achieved is the bringing together of National Services Scotland (NSS) and NES into a single organisation – NHS Delivery – with the authority to support NHS boards on a Once for Scotland (OfS) basis, including in the consolidation of digital support and maximising workforce education, training and development. The new organisation is required to be in place by 1 April 2026, and Ministers are exploring whether other workstreams across the NHS and SG could be included in due course.

c) To deliver this significant transformation, a Project Team has been set up, led by the Scottish Government, which has senior representation from NES and NSS. The Project is currently scoping the critical path, agreeing on the required workstreams (and associated leadership and resources), and developing the appropriate programme documentation. An in-person half-day session was held on 6 August 2025, where a clearer scope for the workstreams and an understanding of dependencies were discussed.

d) A Programme Board has also been established and had its inaugural meeting, with representation from NES and NSS Chief Executives and Chairs, as well as a number of other SG colleagues. The Board will oversee the delivery and achievement of the required outcomes, reporting to Scottish Ministers and leaders on related outcomes, benefits, and risks.

e) Led by Christina Bichan, Director of Planning, Performance and Transformation NES has drafted an internal programme structure to ensure appropriate oversight, scrutiny, and drive within the specific NES context. This includes the drafting of a Terms of Reference for the internal Programme Board (made up of the Executive Team), the allocation of workstream leads and the development of key programme documentation, including a risk register which will be aligned to NES's strategic risk register in line with our existing risk framework. This will continue to emerge, driven by the developments in the external Project Team. The first meeting will be held on 29 August 2025.

f) Primary risks at this stage to NES include dependencies on the work of the external project team and the expected timescale for the new organisation to be in place, especially given the impact on workforce, HR, and systems.

2.5 The Leng Review: An Independent Review into Physician Associate and Anaesthesia Associate Professions.

a) The Leng Review, commissioned by the Department of Health and Social Care and led by Professor Gillian Leng CBE, was published July 2025. The review highlights the priorities for the future of NHS workforce development. It emphasises the necessity of establishing robust statutory regulation, standardised training protocols, and clear role definitions to enhance patient safety and operational effectiveness. The review makes a number of recommendations, and

4

one of importance to NES is to reimagine education and training pathways, aligning them with broader healthcare standards, and ensuring high-quality delivery across curricula. These insights inform workforce planning and governance, reinforcing our commitment to shaping a resilient and future-ready clinical education landscape.

Recommendations in the report include:

1. **Statutory Regulation**: Expedite GMC regulation for both roles.
2. **Title Protection**: Protect the titles "Physician Associate" and "Anaesthesia Associate" legally.
3. **Supervision Standards**: Develop national guidance on supervision and scope of practice.
4. **Education Reform**: Align training with medical standards and ensure quality assurance.
5. **Public Communication**: Launch campaigns to improve understanding of these roles.
6. **Data and Evaluation**: Invest in research and data systems to monitor impact and outcomes.

b)	The Research & Innovation Workforce Diversification team in NES continues to support this component of activity, engaging with key connections across the Devolved Nations.

c)	The Leng Review was shared with our Executive Team and Board members. A link to the report can be found here

2.6   The State of Medical Education and Practice (SoMEP) Barometer 2024

a)	The General Medical Council (GMC) reports yearly on the state of medical education and practice within the UK. Part of this reporting includes the results from the Barometer survey 2024. The survey results relate to the actions doctors had taken in response to pressure on their workload and capacity.

b)	A link to the report can be found here.

2.7   Announcements

a)	**Board Secretary and Principal Lead Corporate Governance**
It is with great pleasure that we can announce the appointment of Drew McGowan as the Board Secretary and Principal Lead Corporate Services. Drew will officially join NES on 1 September 2025. Drew brings with him a wealth of experience and valuable insight from his previous role as Associate Director of Governance and Risk at City of Glasgow College. We look forward to welcoming Drew to our organisation and are confident that his skills and knowledge will be instrumental.

b)	**Director of People and Culture**
I am pleased to announce on behalf of the NES Board that, after a thorough

recruitment process, Sybil Canavan will join us as our new Director of People and Culture on 1 September 2025. Sybil joins us from Healthcare Improvement Scotland, where she is currently the Director of Workforce. Sybil is bringing a wealth of experience from her senior roles across the NHS. As we look to the future and undertake the ambitious transformation outlined in the Service Renewal Framework, Sybil's leadership and insight will be vital in supporting this.

c) **Dr Maria Pollard, Deputy Director, Nursing, Midwifery and Allied Health Profession**
I would like to wish Maria Pollard all the very best in her retirement. Maria's last day with NES was 30 July 2025. Maria joined NES in January 2019 as Associate Director of NMHAP and then became Deputy Director of NMAHP in June 2022. Her notable achievements include enhancing the education quality and governance within the NMAHP directorate with the development of standardised processes and guidance, leading on the Midwifery Workforce and Education Review for Scotland that was published in 2021, and more recently, the development of the Educator Capabilities Framework as part of the Learning and Education Quality System.

d) **Retirement of Posts within NES Pharmacy**
I would like to thank Susan Roberts, Associate Director of Pharmacy (joined NES in 2019), and Fiona Stewart, Associate Postgraduate Dean of Pharmacy (with NES since 2016), as they retire in September 2025. Their leadership has been instrumental in advancing pharmacy education and training across Scotland. I wish them all the best for their well earned retirements

3   Our Strategic Themes

a)   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 2023-2026 People, Partnerships and Performance.

6
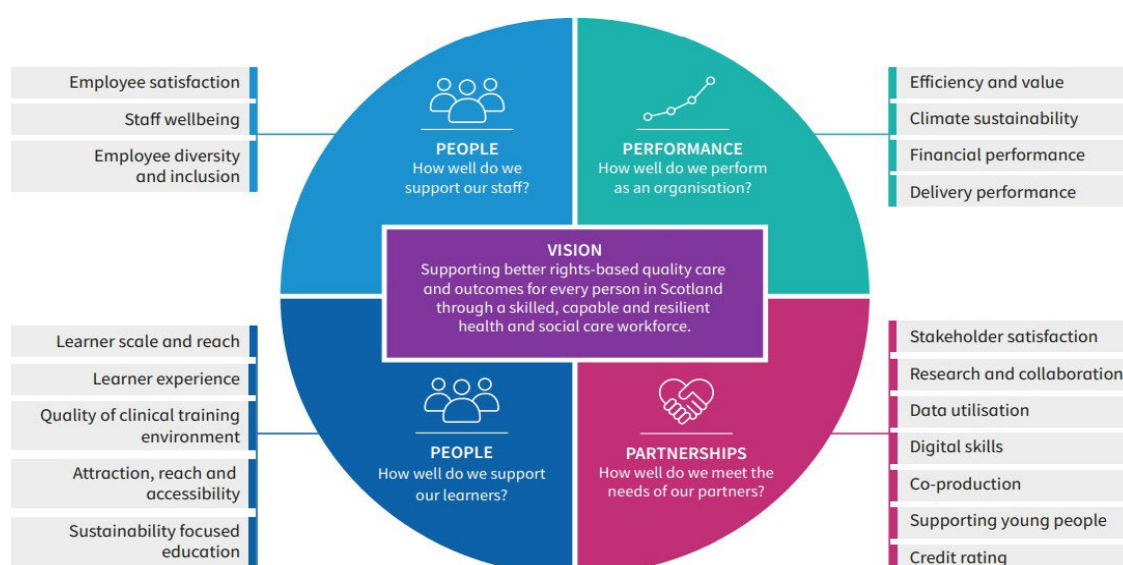
3. Performance - how we are performing as an organisation

a) **Strategic Key Performance Indicators (SKPIs)**
The Planning and Performance Committee now reviews all SKPIs before being presented to the Board. Individual governance committees continue to receive quarterly reports on all SKPIs assigned to their specific responsibilities.

At the end of Quarter 1 2025/26, data is reported for 80% of our strategic KPIs (82% of metrics). Work continues to develop the measures which have not yet been reported. Progress is noted on interim solutions to report against education measures and to support with this, recruitment is currently underway for a Business Analyst who will capture the business requirements and develop a proposed technical solution that will be presented to the NES Executive Team for approval. This continues to be a key area where delivery of our corporate improvement programme is crucial to the achievement of our strategic ambitions.

During this period, the reporting methodology for the number of education, research and strategic collaborations has been refined with cumulative collaborative activity maturing. Nominated NES Executive Leads have now been established for regional planning partnerships with an understanding for enhanced activity being embedded. Four Nations collaboration is also evolving with six key themes identified.

The Annual SKPI review commenced in Quarter 1 and meetings with stakeholders and benchmarking exercises have been completed. The analysis of the information gathered will be completed within the Quarter 2 reporting period with the findings of the review being presented to the NES Board at a future Board Development Session.

Data updates were reported for 37 measures during this quarter. Detailed **information about these updates is available in the Quarter 1 SKPI Report as a** substantive agenda item. The Planning and Performance Committee met on 11 August 2025 and as part of its remit it scrutinised the full quarterly SKPI report prior to it being presented to the Board.

b) **Climate Change Emergency and Sustainability (CES)**
NES will again be supporting the Scottish Government's Climate Week as we did last year. Scotland's Climate Week is an annual event organised by the Scottish Government to raise awareness of the global climate emergency and encourage climate action across Scotland. It's a collaborative effort involving communities, organisations, and businesses, all working towards a Net Zero Scotland. The week-long event, which has been running since 2016, aims to showcase existing climate action initiatives and inspire further efforts to address the climate crisis. All NHS Boards are encouraged to participate, and the NES Climate Emergency and Sustainability Group have supported participation in the 2025 campaign, that runs from 29 September to 5 October 2025. Members of the group have been developing content for the week, and this will be shared across NES via daily emails and the Viva Engage platform. Activity to promote active travel, particularly cycling are being planned with on-site activity to support cyclists and to encourage

7

increased uptake.

c) **International Court of Justice (ICJ) Ruling on Climate Emergency**
On 23 July 2025 the International Court of Justice delivered an advisory opinion that individual states have an obligation to protect the environment from greenhouse gas (GHG) emissions and act with due diligence and co-operation to fulfil this obligation. This includes the delivery of obligations already agreed at the Paris Agreement on Climate Change, but it goes further in stating that if states breach their obligations, then they incur legal responsibility and may be required to cease the wrongful conduct, offer guarantees of non-repetition and make full reparation depending on the circumstances. At this point the UK and Scottish Governments have not formally responded to this ruling, but it may result in revisions to existing policy, strategy and guidance that might subsequently impact on individual organisations such as NES. In Scotland, NHS Boards are not at the stage required to take any immediate actions as a result of this ruling, as it applies at state level, but we will keep a watching brief for any changes to NHS Scotland policy in this area. More information, analysis and reporting on the ruling can be found at:

- Historic International Court of Justice Opinion Confirms States' Climate Obligations | International Institute for Sustainable Development
- ICJ issues landmark Advisory Opinion on States' legal obligations in respect of climate change
- Top UN court says countries can sue each other over climate change - BBC News
- Nations who fail to curb fossil fuels could be ordered to pay reparations, top UN court rules | Climate crisis | The Guardian

3.1. Dental

a) **Dental Vocational Training, 2024-25 reviews**
The Dental Vocational Training National Review Panel met in June 2025. Of 143 trainees, 141 are expected to complete training satisfactorily by August 2025 and become eligible to provide NHS dental care; the remaining two should qualify after additional training.

b) **Dental Care Professionals: Orthodontic Therapy Training**
All trainees who sat the The Royal College of Surgeons of Edinburgh (RCSEd) Diploma in Orthodontic Therapy summative examinations have successfully passed and now progress to change registration category with the GDC.

c) **2025-26 Orthodontic Therapy programme**
10 applications for 10 places available for 2025-26 Orthodontic Therapy programme due to commence in November 2025.

d) **Dental Care Professionals: Modern Apprenticeship in Dental Nursing**
96 applications received for the 100 places available for the 2025-26 Modern Apprenticeship in Dental Nursing programme due to commence September 2025.

8

e) **NES SQA Centre: External Verification Quality Assurance Outcomes**
SQA Qualification Verification visits conducted in July 2025, received outcomes
'High confidence' RAG rated Green across all quality criteria sampled for
'Workplace Core Skills' (Problem Solving and Working with Others), which are
delivered as part of the Modern Apprenticeship in Dental Nursing.

3.2. Dental (Optometry)

a) **Foundation Training Year**
The Optometry team is delighted to announce that our partner, the University of
the Highlands and Islands, has received full General Optical Council **(**GOC)
approval for its Master of Optometry with Independent Prescribing programme. We
look forward to continuing our collaboration to ensure the successful roll-out of the
Foundation Training Year in the fifth year of the course.

3.3. Medical including Healthcare Science (HCS)

a) **Recruitment**
Round 1 and 2 recruitment was successful, achieving an overall fill rate of 97.5%.
However, 14% of programmes (10) had a fill rate below 85%. Three areas of
concern were identified: Acute Internal Medicine, Geriatrics, and Clinical
Oncology. Due to these gaps, an additional recruitment process was conducted
specifically in Scotland. Geriatrics and Acute Internal Medicine fully recruited to the
vacant posts, while Clinical Oncology filled three of its five vacant posts.

b) **2025/26 Medical Appraiser Training Programme**
This year, several new appraiser and refresher appraiser courses have been
scheduled. These courses remain popular, especially the refresher courses, which
are all full.

Participants are required to complete a set of pre-course modules prior to
attending the training courses, which involves an assessment of their readiness to
take on the role and a recommendation is then made to the boards. The modules
and courses are intended to give participants an understanding of the principles of
appraisal, the role of the appraiser and the logistics of how appraisals are
organised.

We also support the existing medical appraiser workforce through our Refresher
Appraiser programme. The Refresher training offers appraisers a platform to
share their thoughts, experiences, and best practices via small and large group
discussions out with their own specialty and health boards. For those wanting a
more experiential learning experience, we offer a workshop called "Improving
Appraisal Conversations" where appraisers can learn and practice different
communication techniques in a safe and supported environment.

c)   **Foundation Recruitment**
The Foundation Programme 2025 in Scotland successfully managed oversubscription by creating 51 additional posts and accommodating 112 doctors in total.

d)   **Graduate Retention:** 68% of the additional posts are filled by Scottish graduates, with 74% of all Foundation Year 1 posts held by Scottish graduates.

e)   **Post Increase:** The number of posts has grown from 900 in 2021 to 1,101 in 2025, with a projected increase to 1,173 in 2026.

f)   **High Fill Rates:** As of 29 July 2025, fill rates exceed 98% in all Scottish regions, with only 16 vacancies remaining. There are 16 vacancies within baseline Foundation Year One posts; however, there are currently 51 over-subscription posts. We estimate there will be a total of 35 additional posts overall within the system on 6 August 2025.

g)   **Medical Education Reform**
We are in Phase 2 of the medical education reform project (Foundation and Initial Implementation). This phase is focused on:

- Enhancing educational infrastructure
- Supporting educators and trainers
- Increasing Scottish domiciled students
- Retention of doctors in Scotland
- Review and redesign of training pathways
- Pilot programmes and early interventions, e.g. 8-month Foundation Year 1 placements

We remain actively engaged with key stakeholders and have recently conducted a series of meetings across Health Boards to collect insights regarding current training environments, areas of good practice, challenges, and potential areas for improvement from our educators. Within the feedback to date, there is a strong appreciation for NES's collaborative approach.

h)   **Getting Bereavement Right Every Time Learning Events**
In June 2025, the Bereavement Education Programme (with support from the corporate NES Events team) ran a newly developed two-hour virtual learning session: 'Getting Bereavement Right Every Time'. The event was open to all health and social care staff; in recognition that anyone can come into contact with someone who is bereaved, or a situation around the time of a person's death.

It offered a practical introduction to the topics of grief and bereavement, from the perspective of staff who may experience bereavement in the workplace, as well as managers who may support employees following a personal bereavement. The session aimed to provide learners with valuable knowledge and tools to navigate sensitive conversations with empathy and care.

Over 275 learners attended on the day, with 94% of those who completed an evaluation form rating the session 4 or 5 out of 5. Comments from attendees were extremely positive, e.g. "*very interesting and well worthy session. beneficial for everyone*" and "*excellent session which was very comprehensive.*"

Following the success of this course development and ongoing interest from learners, two further 'Getting Bereavement Right Every Time' learning sessions will be held in 2025-26.

i) **ScotGP Retain and Sustain Launch (25 August 2025)**
NES, in partnership with the Scottish Government and Centre for Workforce Supply, has completed a 15-month review of Scotland's GP Retention Programmes, culminating in the upcoming launch of **ScotGP Retain and Sustain** on 25 August 2025. This updated scheme replaces the previous GP Retainer model, with widened eligibility criteria to support a broader group of GPs at risk of leaving general practice. It will be centrally coordinated by NES, with implementation supported by a new Health Board handbook to ensure consistent national delivery. A dedicated Turas hub has been established as the central information source for GPs, practices, and Health Boards. Early engagement with accredited practices is underway, with ongoing monthly monitoring to mitigate risks such as capacity pressures.

3.4.   NES Corporate Improvement Programme (CIP)

a) **Learning & Education Quality System (LEQS) Programme**
The Learning & Education Quality System (LEQS) programme continues to progress through testing and implementation planning. Testing of evaluation questions and resources is ongoing across multiple professional groups, with a third round of user engagement testing beginning. The Educator Capabilities Framework has been launched, and several workstreams are now concluding or transitioning to business as usual. However, the availability of specialist resources remains a challenge, particularly as testing and implementation activities now overlap. The design of the final framework for practice learning environments is nearing completion. However, the development of a supporting delivery system has been delayed due to a lack of technical capacity. Work is ongoing to assess deliverability and to prioritise phased implementation against resource availability.

Within the NHSS Academy, Learning and Innovation directorate, work continues to develop Quality Management and Enhancement (QMAE) education governance structures and processes. The current focus includes clarifying how the NES Quality Policy applies to business process design and advancing the scoping of a digital solution to monitor learning and education products through QMAE processes. This involves capturing key product metadata and supporting strategic KPIs where relevant. The approach for the Quality of the Practice Learning Environment is now finalised and awaiting approval. The LEQS Delivery Group is ongoing with iterative testing, supporting implementation readiness, and encouraging shared learning across directorates. Additionally, core user engagement questions (learner feedback) are being tested to ensure NES can gather meaningful feedback from learners and stakeholders in a consistent, scalable manner (aligned with performance reporting and quality improvement).

LEQS is also integrating the requirements and expectations of regulators, professional bodies, and other external partners to ensure that emerging quality approaches are aligned with national requirements and reflect shared priorities across the wider education and training system.

b) **Business Transformation Programme**
The Business Transformation programme continues to mature, with activity across all three of its core workstreams. The "Once for NES" meetings management framework has now been rolled out, with accompanying tools, templates and guidance available through the intranet. The Business Processes Review has completed initial testing of risk management processes across several Directorates, with implementation planning underway. The Business Support Review has moved into its discovery phase, with engagement sessions and activity mapping being planned across the organisation. Resource pressures continue due to overlap between workstreams and competing operational demands, however sequencing and staff engagement will be managed through close coordination and governance.

c) **HR Transformation Programme**
The HR Transformation programme has maintained momentum across stabilisation, service improvement, and development activity. 27 of 37 Standard Operating Procedures (SOPs) have now been issued for implementation in June 2025, with most of the remainder expected in July. The revised Job Evaluation policy has been submitted for approval and implementation planning is underway. The HR Service Desk has introduced improved automated responses and customer feedback mechanisms. Meanwhile, staff development has been supported through all-staff events and targeted training. Dashboard development and performance reporting are also in progress, although these may transition into the next planning phase.

d) **Digital Capability & Confidence Programme**
The Digital Capability & Confidence programme continues to grow, with a focus on delivery, engagement and data capture. A network of 41 Digital Champions has now launched, meeting regularly and helping to shape support across NES. Viva Engage has seen good uptake, with 10 active communities and a "practice space" available for staff to explore its features. Data is being gathered from Champions and Learning at Work Week participants to inform targeted training, and initial dashboards have been developed to analyse capability gaps. As workstreams mature, the programme is also exploring how to align with national frameworks and NES-wide digital priorities, while ensuring sufficient resourcing to meet growing demand.

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

a) **Digital Learning Infrastructure**
The Digital Learning Infrastructure (DLI) programme is progressing the development of the Full Business Case (FBC) at pace. The Strategic Case, Commercial Case, and Economic Case are all complete (subject to agreed changes to be included in the final draft), as are the Integrated Equality Impact

12

Assessment and Benefits Measures. The technical delivery team is in place with work underway to develop the detailed programme delivery plan for the FBC.

Six revised workstream and one cross-cutting theme have now been established to support the next phase, these are: Strategic Engagement and Migration; Educational Technology Governance; User Support; Data and Technology; Social Care; Performance and Return On Investment; all underpinned by Discovery and User-centred Design.

Strategic migration meetings are being held between the Joint Senior Responsible Owners **(**SROs) and Health Board HR Directors (HRDs) who do not currently have Turas as their primary Learning Management System (LMS) and the feedback from these, so far, has been positive.

Finally, the new DLI Head of Programme, Lee Ballantyne, joined the team on 8 July 2025. Lee brings extensive experience in leading digital learning strategy and delivery across public sector contexts, with a strong focus on inclusion, innovation, and impact.

b) **Ear Care Programme (NHS Scotland Academy)**
NHS Scotland Academy (NHSSA) National Workforce Programme for National Ear Care (microsuction) Train the Training programme was approved by the NES Education Governance Committee on 12 June 2025. The team acknowledged the huge efforts of the NHSSA programme team and stakeholder partners for their continued commitment, support, and collaboration to developing a high-quality programme. The next steps are to recruit the Clinical Educator posts that will be fundamental in the delivery of this bespoke programme.

c) **Biomedical Science Registration Training Portfolio Programme (NHSSA)**
The second cohort of the NHSSA Biomedical Science Registration Training Portfolio Programme started on 7 July 2025 with ten learners participating in this online training module. The team was nominated for a prestigious award in the Institute of Biomedical Science (IBMS) 2025 Awards in the 'Training and Development' category. Although they did not win overall, the team were delighted to be shortlisted and recognised, considering the NHSSA programme is still in its early stages.

d) **Research and Innovation Plan**
The NES Research and Innovation Plan has now been published on the NES website. Mobilisation of the plan is being taken forward by small working groups progressing priority actions 1-5, with associated smart targets to be completed by the end of Quarter 3. The Research & Innovation Workforce Diversification (R&IWD) team in NES are supporting two smaller directorates in considering how they implement this plan, whilst a core resource bundle is being developed to enhance cohesion for implementation across NES. Progress and updates ongoing will all flow via the NES R&I Reference Group and associated monthly flash report. Co-leads of the five thematic pillars are now confirmed, with initial focus and priorities being agreed.

e) **Knowledge Management and Discovery (KM&D)**

13

The Senior Specialist Lead for Technology Enhanced Learning (TEL) and the Turas Learn Content Team (part of KM&D), are supporting the activities of Workstream 1 of the national Protected Learning Time project. This work focuses on reviewing and selecting nine Once for Scotland Statutory and Mandatory modules, which will be implemented across all Boards. A process is currently being established to ensure governance around sharing and, where relevant, transferring ownership of existing modules from other Boards. Another KM&D team, the Knowledge Services Outreach Team, has developed a knowledge management event that is due to take place from 1 to 15 September 2025. This series of nine sessions will introduce participants to key concepts of knowledge management and provide hands-on opportunities to explore various techniques in a supportive environment.

f) **National Ultrasound Training Programme (NUTP)**
As of the end of July 2025, the NUTP team have scanned 15,751 patients (19,203 exams) since starting in November 2022. Gynaecology residents have been attending NUTP over June and July, with the next cohort of Radiology residents starting in August 2025. The first of the seven masterclasses in this series for 2025 will be held in August. Feedback from learners, supervisors and patients continues to be excellent. The Principal Educator in the NUTP has received a College of Radiographers Doctoral Fellowship Grant, which is a significant step forward for the individual team member and primary research within NUTP.

3.6. NES Technology Service (NTS)

a) **Digital Front Door (DFD)**
Work continues at pace with NHS Lanarkshire delivering the requirements of the initial release of DFD by December 2025. Discussions have also begun regarding future detailed engagement with Social Care organisations. This work will inform the initial rollout plan required for DFD by the end of summer 2025. The onboarding of a technical delivery partner has been completed, with their resources integrated into NTS teams to support the delivery of DFD.

The development of a Full Business Case for DFD is also under production, with initial deliverables mainly focused on the financial case aimed for August 2025 to inform budget discussions for next year and beyond.

There continues to be substantial progress in the development of services supporting DFD. This includes work to integrate the National Digital Platform (NDP) with ScotAccount (the secure system used to access public services online). Additional developments include a CivTech mailbox based solution for transferring and storing appointment and letter data from patient administration systems, and a new service to provide real-time access to medication and allergy information from cornerstone systems.

b) **Windows 11 Rollout**
NES is undertaking a phased upgrade of all laptops to the Windows 11 operating system, with completion targeted by October 2025. The rollout aims to enhance security, performance, and user experience across the organisation. The project is

currently in its pilot phase, with initial testing and implementation underway. This upgrade forms part of NES's broader commitment to maintaining modern, efficient digital infrastructure that supports staff in delivering high-quality services.

3.7. People and Culture

a) **HR Service Desk**
The management and efficient operation of the HR Service Desk has continued to be a priority area of focus during 2025/26 Quarter 1 with improvement actions being progressed on an ongoing basis.

b) **Reduced Working Week**
The Reduced Working Week Short Life Working Group (SLWG) reconvened in June 2025 to review the considerations arising from the Agenda for Change 2023/24 pay agreement, which outlines the planned reduction to a 36-hour working week by April 2026. The group will, in partnership, assess implications, planning requirements, and next steps to support a smooth transition, with our formal plan due to be submitted to the Scottish Government by October 2025.

c) **HR Transformation Programme**
As per paragraph 4.4a, this programme continues to make positive progress. Four directorate development sessions have taken place since April 2025, focusing on customer service and experience. These sessions have established a shared vision and purpose for how the team works together, what matters to individuals, teams, and departments, and the importance of promoting positive values and behaviours. Further sessions are being scheduled over the coming months to enable continual progress of this
important work.

3.8. Planning, Performance and Transformation.

a) **Complaints - Complaints Handling Performance**
During 2025/26 Quarter 1, NES received eight complaints, all at stage one. A complaint from 2024/25 Quarter was escalated into a stage two complaint during Quarter 1. Another complaint received is being reviewed in consultation with NES Human Resources. The average time to respond to stage one complaints was within four working days of receipt. Of the eight stage one complaints, two were upheld, three were not upheld, and three were partially upheld. Themes included authorship transparency for learning materials, concerns about alleged staff social media postings, legal finance paperwork, and communication of recommendations.

As part of NES's 'Learning at Work Week' (May 2025), the NES Complaints team delivered a short workshop on complaints handling to support ongoing learning. Additional workshops are also planned for NES directorate complaints leads.

b) **2025/26 Annual Delivery Plan (ADP)**

15

The 2025/26 NES ADP was approved for publication by the NES Board on 22 May 2025, whilst recognising that the ADP is a dynamic document that will continue to evolve during the course of the year. Scottish Government (SG) approval for the ADP was received via a formal feedback letter on 4 June 2025. This letter is included on the August Board meeting agenda for noting and the 2025/26 ADP has now been published on the NES website.

As per the finalisation of the 2024/25 ADP, the NES Sponsorship Team at SG arranged a series of workshops with NES directorates and SG policy colleagues to confirm 2025/26 deliverables and associated funding. However, following the conclusion of the first workshop in April 2025 SG took the decision to pause the scheduled series to reflect on their format and planned outputs. These workshops have not been rescheduled. However, ongoing discussion has taken place between NES and SG to confirm ADP deliverables that were previously awaiting funding confirmation and the ADP has been updated accordingly. The current NES 2025/26 delivery position is reported via the Quarter 1 Delivery Report which is included on the August Board agenda.

c)   **UK Covid-19 Inquiry**
Public hearings in relation to Module 6, Adult Social Care, concluded on 31 July 2025, focusing on the care sector's pandemic response. Key themes included the emotional impact of visiting restrictions and DNACPR notices, pre-existing fragility in the sector due to workforce and funding pressures, hospital discharge policies and their effect on care homes and delayed recognition of asymptomatic transmission and testing limitations.

Public hearings ran from 12–30 May 2025 in respect of Module 7, Test, Trace and Isolate with Scotland's approach being positively highlighted and progress updates on implementing recommendations from module 1, Preparedness and Resilience have been published.

d)   **Scottish Covid-19 Inquiry**
The Scottish Inquiry is now examining justice, worship, life events, equalities, and human rights. NES continues to engage with both the UK and Scotland Inquiries via NHSS Board updates and Central Legal Office arrangements.

e)   **Consultations**
Since the last Board meeting in May 2025, NES has responded to two consultations. The relevant lead Directorate prepared these responses, and I signed them off for submission on behalf of NES. Below is a brief summary of the consultations:

- **Children (Care, Care Experience and Services Planning) (Scotland) Bill**
  This Bill aims to strengthen support for care-experienced children and young people in Scotland. It introduces new rights to aftercare, enhances access to advocacy, and improves planning responsibilities across local services. The legislation is part of the Scottish Government's commitment to delivering "The Promise" by 2030.
- **Climate Change Duties – Draft Statutory Guidance Consultation**
  The Scottish Government has launched a consultation on updated statutory

guidance to support public bodies in fulfilling their climate change duties under the Climate Change (Scotland) Act 2009. The draft guidance aims to help organisations reduce emissions, build climate resilience, and operate sustainably. NES has submitted a response to the consultation, which closed on 23 May 2025, and awaits final publication of the guidance.

f) **Freedom of Information, (FOIs)**
For Quarter 1 of 2025-26, a total of 36 new FOI requests were received, in comparison with 41 for the same period in 2024-25. During the quarter, NES continued to perform well, meeting the statutory obligation to respond to FOI requests as soon as reasonably possible and by no later than 20 working days in 97% of cases.

In one instance, the statutory timescale was not met. This was due to the email containing the FOI request going into quarantine in error and thus not reaching the FOI Inbox. It was only identified that this error had taken place when the requester sought an update on progress. An explanation and apology were issued, and the request was handled as quickly as possible once the issue was known. The matter has been fully investigated, and the erroneous transfer of requests to quarantine has been highlighted as a risk.

The Medical Directorate received the highest number of requests in quarter one, followed by Finance & Procurement and NTS. Looking ahead, an internal audit in the FOI area is planned for quarter 2 and further information on the findings from this will be reported in due course.

g) **Whistleblowing - Whistleblowing Performance**
During quarter 1 2025-2026, no whistleblowing concerns were received. With respect to whistleblowing training for line-managers, our compliance rate was 89% (331 out of 372) with 41 line managers yet to complete the training (data as of 30 June 2025). We delivered a learning session during 'Learning at Work Week' in May 2025 with almost 50 staff in attendance. The session reinforced NES's ongoing commitments to fostering a speak-up culture and driving continuous improvements.

The NES Whistleblowing Steering Group met in May 2025, and discussions included:
• A line manager's network training session.
• Preparations for the upcoming national 'Speak-up week' (29 September to 03 October 2025).
• Expressions of interest for additional Confidential Contacts to join the pool.
• Delivery of another CPD session for the Confidential Contacts.

NES continues to maintain a speak up culture where all employees, volunteers, agency staff and contractors, are encouraged to speak up.

h) **Communications**
Our engagement with staff continues to develop through targeted communications

and transparent leadership. In response to the NHS Delivery announcement on 17 June, the NES Chief Executive and Executive Team have led weekly drop-in sessions for NES staff, designed to proactively address concerns, foster a culture of openness, and align staff understanding with organisational priorities. These sessions are consistently well-attended and supported by an evolving 'Frequently Asked Questions' resource on our intranet, ensuring that accurate and timely information is accessible to all.

To further strengthen engagement and knowledge-sharing, we have established an NES NHS Delivery mailbox, providing a dedicated channel for staff to submit queries and receive updates. This enhances our ability to monitor emerging issues, respond efficiently, and reinforce a sense of shared purpose as we navigate ongoing transformation.

The Corporate Communications Team continues to support internal communications around the organisation's Transformation Programme, aimed at underpinning the delivery of our Corporate Strategy. A series of transformation webinars has been delivered, spotlighting innovative approaches and successful changes across the organisation. These interactive webinars and Q&A sessions have engaged staff in the transformation journey, encouraging feedback and sharing best practices.

During Quarter 1, we also organised communications for two high-profile NES visits, including a UNICEF (United Nations Children's Fund) Europe and Montenegro delegation interested in Scotland's early child development and home visiting health services.

Scotland's Minister for Public Health and Women's Health, Jenni Minto MSP, also visited our NES Glasgow office on 29 July 2025 to learn more about our work to reduce oral health inequalities through education and collaboration.

NES continues to distribute our regular newsletter, NES Current, to stakeholders, outlining recent activities, including highlights from NES's Annual Conference, which explored the theme 'Learning for Change: Tackling Health Inequity through Education and Workplace Learning' which can also be found on our **website**.

This year's NHS Scotland Event was held on 9 June 2025 in a hybrid format (online and at the Technology and Innovation Centre, University of Strathclyde). The theme of the event was 'NHS Renewal, Protecting and Strengthening Scotland's Health and Care Services.' We were pleased to showcase the following two posters and their associated resources:

- **Enhancing Infection Prevention and Control (IPC) Education: Equity, Accessibility and Digital Transformation**. A. King, S. Nolte, L. Shepherd, A. Brown, NES.
- **Containing and controlling antimicrobial resistance: A knowledge and skills framework for health and social care in Scotland – Preventing infection and protecting antimicrobials**. S. Nolte (NES), F. Kerr (Healthcare Improvement Scotland / Scottish Antimicrobial Prescribing Group), L. Shepherd (NES), A. Seaton (Healthcare

Improvement Scotland / Scottish Antimicrobial Prescribing Group), V. Ness (Glasgow Caledonian University).

Across the Communications team, Chair and Chief Executive Office, planning for our 2024/25 Annual Review has commenced. The date for the NES Annual Review has been confirmed for 13 November 2025. NHS National Boards have been issued new guidance from the Scottish Government (SG) to support the arrangements for the day. We are liaising regularly with the NES sponsor team at SG to ensure our plans meet the required standard.

Over the coming weeks, we intend to continue to enhance our staff communications with a focus on boosting interaction in directorate townhalls, stand-ups, and webinars to ensure staff can maximise these important opportunities for them to be involved in decision making across the organisation.

3.9.   Psychology

a)   **The Incredible Years Autism Spectrum and Language Delays Parent Programme**
In response to a request from early years practitioners for additional support for parents of neurodivergent children, the NES Parenting Team commissioned a pilot of the Incredible Years Autism Spectrum and Language Delay Parenting Programme.

The Incredible Years Autism Spectrum and Language Delays Parent Programme is an evidence-based group intervention for parents of young children aged 2-5 years, with a diagnosis or awaiting assessment of autism, or children with a language delay. The programme is delivered over 14-16 weekly 2-hour sessions by 2 trained facilitators and is guided by cognitive social learning theory, child development and relationship building principles.

The group aims to promote positive relationship building strategies, to enable parents to develop nurturing relationships with their children. Positive relationships support children to develop socially and emotionally, increase self-regulation skills and reduce behaviour challenges by understanding behaviour through the lens of neurodivergence.

Fifteen practitioners from six Community Planning Partnerships across Scotland were trained and delivered the intervention to families in their area. The practitioners trained were experienced Incredible Years® practitioners and staff who have experience in supporting families with autistic children.

The results of the pilot were promising and showed an increase in parental self-efficacy. Parents were favourable in their evaluation of the programme reporting, "*The content of the programme is insightful and a real support to parents looking for a bit of help*".

Find out more about the work of the Parenting Team here:
https://www.nes.scot.nhs.uk/our-work/parenting/

3.10. Social Care & Communities

a) **National Induction Framework (NIF) and the Social Care Career Options Tool (SCCOT)**

The activity commissioned by the Scottish Government to increase the capacity and capability of the social care workforce through the development of the [National Induction Framework (NIF)](#) and the [Social Care Career Options Tool (SCCOT)](#) has advanced. We have received very positive feedback from stakeholders on these products which are now being adopted and embedded across the sector. These resources were developed through joint working with the Scottish Social Services Council (SSSC) and extensive stakeholder engagement continues to support the spread of these into national practice.

Further Education Institutions and the Department of Work and Pensions are highly motivated to use the SCCOT to support those interested in careers in social care. We are currently scoping out the potential to further develop the SCCOT by introducing an AI-supported version that would offer more individualised search results to users. There is enormous potential to further develop the SCCOT by linking it to available training opportunities, as well as to real-time jobs being advertised in the user's local area. However, the time-limited funding available from the Scottish Government is likely to preclude such developments, meantime.

In respect of the NIF, we have been encouraged by the number of social care providers and Health and Social Care Partnerships looking to adopt this in providing essential learning to their new social care recruits. Again, were it not for the fiscal challenges being faced, there would be potential to develop the NIF further, by accrediting completion and enabling candidates to demonstrate evidence of competence against regulatory standards and in support of qualifications. In addition, in response to feedback from some social care providers we recognise the potential to develop a similar approach for social care in children's services, or to produce bespoke versions to meet the learning needs of those working in more specialist roles.

b) **NES's Unpaid Carers Programme**

Carers Week saw NES's Unpaid Carers Programme delivering a range of activities to raise awareness and recognition of the valuable contribution made by those who care for family and friends. It was also another opportunity to promote the Equal Partners in Care (EPiC) resources to those working in health and social care, to encourage them to do more to identify, support and involve unpaid carers.

c) **The Centre for Workforce Supply (Health)**

The Centre for Workforce Supply (Health) is working with Public Health Scotland and HCSPs to explore the use of population health data and local strategic needs assessments to inform workforce planning activity. We also continue to support attraction to a wide variety of NHS Scotland roles through the NHS Scotland Careers social media channels and other marketing activity.

CWS (Health) continues to support NHS Boards with building medical workforce capacity and has contributed to Scottish Government-led work on Medical Locums and Psychiatry recruitment and retention. We have also continued to engage with NMAHP to support work around recruitment and retention of the NMAHP workforce.

d) **The Centre for Workforce Supply (Social Care)**
The CWS (Social Care) continues to work with the Scottish Government (SG) to support policy and practice in international recruitment and support for New Scots working in adult social care. NES is also supporting SG's recently established Human Trafficking and Exploitation in Social Care Regulatory Working Group with the aim of encouraging and enabling the sector to support and champion the rights of internationally recruited workers.

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

4.1. Chief Executive Update

Since the May 2025 Board meeting, I have continued engaging with NES staff and value the chance to discuss key programmes and strategic messages.

My CEO All Staff Briefing held on 17 June 2025 marked the formal announcement of NHS Delivery and was the first in a series of engagement sessions. It drew an exceptional turnout of 872 attendees. I valued being able to talk to staff and discuss NHS Delivery and the Service Renewal Framework. The NES Executive team and I will continue to engage with staff and are committed to a series of weekly All Staff Drop-in Sessions running from 26 June to 08 August 2025.   The session has attracted between 336 and 432 participants per session. These sessions have created valuable opportunities for open dialogue and direct engagement, reinforcing our commitment to transparency, inclusivity, and responsive leadership communication.

Through all-staff webinars. Staff engagement continues to demonstrate strong momentum through a series of well-attended internal events and initiatives. The Health Inequalities Webinar on 25 June 2025 was followed by 182 participants, highlighting growing interest in equity-focused discussions.

4.2. Dental

a) **Dental Vocational Training: Increased uptake in training places and training numbers**
In response to high demand, the Dental Vocational Training programme increased the number of training places it offered this year from 155 to 160. At the time of writing, 159 places were accepted. A revised approach to recruitment has resulted in a significant increase in the number of trainees accepting rural posts, notably in Dumfries and Galloway and areas of Grampian and Highland that have under recruited in the past. All Scottish University graduates who wanted to undertake Vocational Training in Scotland have been accommodated.

The newly introduced Dental Therapy Vocational Training programme has a 70% fill rate for its inaugural year, and we hope to increase this significantly for future cohorts through renewed engagement with undergraduate schools.

b) **Dental Workforce Development:** NES Dental has enhanced the training infrastructure for the National Dental Inspection Programme (NDIP) by developing five new eLearning modules on Turas and introducing a new learner data system to improve reporting and analytics. The National Dental Inspection Programme supports annual oral health inspections for schoolchildren and provides critical data to inform public health planning. These improvements strengthen workforce capability and support partners to ensure the programme's sustainability and quality.

c) **Dental Workforce Development:** NES Dental has developed a new educational resource to support dentists in meeting their statutory requirements for quality improvement. The resource guides practitioners through gathering patient feedback, reflecting on outcomes, action planning, and identifying further development needs. It also enables dentists to provide feedback to NES, ensuring future educational support is responsive and needs-led.

4.3. Medical including Healthcare Science (HCS)

a) **General Practice (GP)**
The GP team at NES are delighted to have launched the new dedicated GP Educational Supervisor (ES) Support Hub on the [TURAS Learn](#) platform. This comprehensive, one-stop resource has been designed to value and support our roughly 830 GP educators across Scotland, giving them quick and easy access to a wide range of guidance, training and assessment tools, and professional development resources. By streamlining access to key information, we aim to save educators valuable time, enhance the support they provide to learners, and recognise the vital role they play in shaping the future GP workforce.

b) **General Practice Trainer Entry Course**
A new entry-level course for prospective GP educational supervisors was launched by the Scotland Deanery in June 2023. This new blended-learning course was designed to increase the availability of training for prospective GP supervisors and provide a more inclusive and accessible learning experience.

Since its launch 172 GPs have completed this course and 159 are now actively engaged in the supervision and support of GP registrars, with a further 7 GPs pending approval. When compared to the number of GPs completing the previous trainer course in the 2 years pre-pandemic, this represents a two-fold increase. The change in the way we train and support the introduction of new GP trainers is the result of a successful collaboration across the Scotland Deanery's Trainer Development Collaborative team, General Practice and the Quality team. The new course format has been welcomed by delegates, is evaluating well, is more inclusive and is a more cost-effective method of training and supporting new GP trainers.

22

c) **Scotland Foundation Priority Programme (FPP) Withdrawal for 2026 Allocation Cycle**

The Foundation Priority Programme (FPP) was designed to attract and retain doctors in regions of the UK, particularly Scotland, that historically struggled to fill foundation year posts. However, recent data shows that these areas are now oversubscribed, with FPP posts comprising less than 10% of the total foundation cohort. The programme's parallel recruitment processes have introduced administrative complexity and reduced flexibility for modifications and linked applications. Following consultation with Foundation School leadership and in alignment with UK Foundation Programme Office guidance we are proposing that we withdraw for 2026 allocation cycle.

Key benefits to withdrawing:

- Enhanced Application Flexibility
- Expanded Pre-allocation Opportunities
- Increased Programme Flexibility
- Administrative Efficiency
- Reduced Complexity

d) **Resident Doctors in Training Webinars**

A Resident Doctor in Training webinar, organised by the NES Medicine senior team, took place on 20 May 2025 and focused on research opportunities alongside clinical duties. The Topics covered included:

- Academic training post types
- Academic training review
- Research and education roles in future careers
- Using curricula to support academic development
- Career journeys and practical tips
- Q&A and discussion

These monthly webinars offer interactive support, knowledge sharing, and opportunities for professional growth, with dynamic discussions and ample chances for attendee participation and feedback.

e) **Recent SOAR Development**

Funded by Scottish Government, SOAR (Scottish Online Appraisal Resource) was further developed with the aim of improving appraisee user experience and login mechanisms. This was completed by external developers and the NES in-house development team at the end of January 2025. Feedback from appraisees had been positive despite some initial challenges. The NES team has now taken over the maintenance and further development of SOAR.

f) **Scottish Medical Appraiser Conference 2025**

The next annual appraisers conference is scheduled for 3 September 2025, and registration is now open. The programme features speakers from the General Medical Conference, Medical Directors, and NES colleagues. The conference will cover a broad range of topics, from Form 4 summaries (appraisal output) to cross-

specialty appraisal research, recognition of trainer changes, and more.

Full details are available on our
Website: https://www.appraisal.nes.scot.nhs.uk/events/2025-smac/

g) **Enhanced Monitoring**

- **Borders General Hospital:** A visit on 15 July 2025 identified serious concerns about culture, supervision, and safety, leading to enhanced monitoring and immediate follow-up with leadership. A further meeting is set for 2 October 2025.

- **General Medicine, Queen Elizabeth University Hospital**: Revisit on 28 and 30 May 2025 found improvements, with some outstanding concerns about handover and staffing. Further meetings are scheduled for 18 August and 20 November 2025. Update from GMC awaited.

- **General Surgery, University Hospital Monklands:** De-escalated from enhanced monitoring after a visit on 20 June 2025.

h) General Medical Council National Trainee Survey (NTS) Data
The GMC NTS data shows Scotland ranks first in overall satisfaction among the four nations, while NES is 4th out of 18 deaneries.

	2021	2022	2023	2024	2025
Scotland	78.39	77.44	78.61	79.28	80.35
England (*Average of English Deaneries*)	79.03	77.57	78.21	77.76	78.19
Northern Ireland	79.92	78.50	76.06	76.27	78.55
Wales	79.01	77.33	77.06	78.20	78.12

4.4.   NES Technology Service (NTS)

a) **Assessment & Appraisal**
NTS are currently working on implementing the Training Portfolio to meet the requirements for Pharmacy Foundation Training, ensuring trainees can demonstrate their learning and training efforts towards completing their foundation training.

b) **Learning & Knowledge**
NTS is currently working to implement the latest Design System within Turas Learn to ensure that our Learning and Educational Content is presented in ways that align with current accessibility legislation.

c) **Platform & Workforce Data**
Efforts are being made to implement a single electronic Employment Support System (eESS) for workforce data import, replacing multiple uploads to enable unified data management. Collaboration with Social Care is ongoing to ensure

accurate data collection for the National Induction Framework.

d) **Training Programme & Quality Management**
NTS is updating technology to improve recruitment for Dental Vocational Trainers (DVT), enhancing the experience for trainers and trainees. Changes have been made in Turas People to support new PVG legislation updates from Disclosure Scotland. Automation of the Less Than Full Time application process is also being discussed to streamline administration and improve user experience.

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

a) **Fellowships in Clinical AI** **Fellowships | Turas | Learn**
NES provided funding for the Scottish cohort with two fellows who recently graduated from the programme, which is primarily designed as work-based learning. Both fellows were engaged in active clinical AI projects and were connected to ANIA and the innovation pipeline. Two new medical fellows are scheduled to commence the next programme in August 2025. The funding arrangements and recruitment opportunities for a third cohort are currently being clarified, with applications opening in November. At present, funding is anticipated for the recruitment of two medical fellows and one AHP.

b) **Clinical Entrepreneurs Programme (CEP) (NHS Scotland Academy, Learning & Innovation Directorate)**
We supported the CEP Big Pitch, the UK-wide event for celebrating entrepreneurialism potential contributing to our health system. Such events connect NES to this innovation pipeline and indicate areas for future concentration in context of changing care pathways and therefore workforce capability requirements.

c) **Medical Associate Professions**
Activity to transition NES regular operational activity in relation to Physician and Anaesthesia Associate (PA/AA) roles into the Medical Directorate is complete. Functionality to meet statutory regulatory requirements, appraisal and revalidation is available to PAs/AAs in the NHS Scotland workforce.

NES activity in relation to Surgical Care Practitioner (SCP) is led by NMAHP and collaborative activity is ongoing with Centre for Sustainable Delivery (CfSD).

We were pleased to stand alongside Dr Kim Walker (University of Aberdeen) and Liam Allan (NHS Highland & PA of the year 2024-25) at ASME annual scholarship meeting, speaking to *Physician Associates: the future, navigating opportunities and a way forward.* In a changing landscape, it was helpful to highlight the opportunity for workforce diversification alongside professional growth specific to PA.

d) **Knowledge Management and Discovery (KM&D) (NHS Scotland Academy, Learning & Innovation Directorate)**
Three sessions were delivered by the Technology Enhanced Learning (TEL)

Support team as part of the NES Learning at Work Week Programme in May 2025. Each session focused on a specific pedagogical approach combined with a demonstration of technologies which effectively supported the application of the selected learning theory. KM&D teams are actively engaged with the NES Digital Champions' project in the organisation and are members of the project group which has responsibility for collating and reviewing feedback from the Digital Champions, considering training needs and identifying solutions to support digital skills in NES. This is a key part of the Developing Digital Workforce Confidence and Capability (DCC) Corporate Improvement Programme.

4.6. NES Corporate Quality and Improvement

a) **Quality Improvement (QI) National Programmes**
Following the launch of Kickstart QI and QI Essentials learner pathways in April 2025, there have been over 1700 module completions across these two pathways. These learner pathways are open to all health and social care staff and provide flexible and accessible learning resources.

Work continues on the development of two additional learner pathways, Practical QI and Managing QI. These will be launched after the summer of 2025.

Applications to the 53rd cohort of the Scottish Quality Improvement Leader (ScIL) programme opened in June 2025 and will close at the end of August 2025. Participants for the 17th cohort of the Scottish Quality and Safety Fellowship (SQSF) have been finalised following a competitive recruitment process, with the cohort commencing in October this year.

b) **Realistic Medicine and Values Based Health & Care (RM and VBH&C)**
A managing risk learning resource and a Senior Leaders Turas page with resources to support Senior Leaders to embed Values Based Health & Care (VBH&C) in their organisations are under development. Work is ongoing collaborating with Higher Education Institutions (HEIs) to embed RM and VBH&C content within undergraduate and post graduate courses. The development of material and delivery of content is resulting in the compilation of case studies evidencing areas of good practice and collaboration between NES and several HEIs. The NES RM Champions network continues to be actively working to embed RM content across existing NES learning resources and Programmes where appropriate.

c) **Person Centered Care**
This month, the NES Person-Centered Care Programme launched two new Duty of Candour e-learning modules, tailored to support both novice and experienced staff. These modules are accessible to all health and social care professionals and reflect the latest updates from the Scottish Government, enhancing understanding and application of the Duty of Candour legislation.

Cohort 6 of the Care Experience Improvement Model (CEIM) has successfully concluded, with the graduation ceremony scheduled for 4th August.

Recruitment is now open for Cohort 10 of the Compassionate Communication Skills programme, which focuses on effective involvement of patients and families in adverse event reviews using the APICCTHS model. A structured, compassionate communication skills framework co-developed by people who have experienced harm in healthcare and designed to guide healthcare professionals in meaningfully involving patients and families in adverse event reviews.

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

a) **Future Leaders in Spiritual Care Programme**
The NES Spiritual Care Team has a Future Leaders in Spiritual Care Programme to support healthcare chaplains in developing their strategic leadership knowledge and skills in the delivery of spiritual care services. This was created in response to the recommendations in the Scottish Government's National Framework, Discovering Meaning, Purpose and Hope Through Person Centred Well-Being and Spiritual Care which highlighted the need to strengthen the leadership capability of Spiritual Care Team

The aims of the programme were to:

- Understand what it means to be a strategic and visionary spiritual care leader in health and social care.
- Develop own self-awareness and how to be agents of transformation and change at different levels across the health and social care system.
- Develop an awareness of different styles of critical and systems thinking.
- Develop an awareness of service development and workforce planning skills.
- Understand the power of collaboration, influence and networking as a leader of spiritual care.

The ethos of the approach was both collaborative and relational and recognised and built upon the wide range of experience across all aspects of the spiritual care role that the learners brought. Learners engaged in a blended approach of self-reflection on practice, group dialogue, action learning and invited input from leaders across the NHS and from spiritual care leaders.

Evaluation data is still being gathered and analysed, but initial informal feedback suggests participants developed a more confident understanding and awareness of leadership in the context of spiritual care. The initial informal feedback also suggests participants developed their own self-awareness of who they are as leaders in spiritual care and how they can influence change at different levels.

b) **Vaccination Conversations**
Immunisation Teams primarily deliver vaccination across NHS Scotland, however, the wider healthcare workforce can play a key supporting role, acting as a trusted voice. This wider workforce includes any practitioner who has an opportunity to discuss vaccination with the public. The Vaccination Conversations page on Turas Learn is designed to help support healthcare practitioners to address concerns and encourage informed decision-making—helping to protect individuals, families,

and communities from preventable diseases.

The report - Protecting the population of Scotland from vaccine preventable diseases: Vaccination and Immunisation Report 2023 can be found here.

4.8.	People and Culture

a) **Leading to Change**
The development of the new Operational Leadership Success Profile (LSP) is now complete, aligning with existing profiles for Chief Executives and Directors but tailored for those in, or aspiring to, operational leadership roles. Underpinned by familiar tools such as the Self-Assessment Questionnaire (SAQ) and 360 feedback, the profile will be accessed via the Leading to Change app. Engagement activity has been underway across the system in preparation for a soft launch on 30 June 2025, following internal testing and the development of a comprehensive communication and engagement plan. Supporting materials, including personas, are being created to demonstrate how the profile links with wider leadership frameworks and workforce standards.

From July to December 2025, the focus will shift to live testing with individuals, teams, and organisations to explore how the profile supports development and transition for operational leaders. Learning from this phase will be captured and shared more broadly. A wider promotion campaign, including examples of sector-led practice, will run from January to March 2026, with the profile and tools becoming fully integrated into Leading to Change's business-as-usual offer from 2025/26. Internal communications have been rolled out across NES, and the team is actively engaging colleagues to explore how the new profile can support leadership development across other areas of NES work.

b) **Digitally Enabled Workforce (DEW)**
Recruitment for Cohort 3 of the MSc Leading Digital Transformation Programme took place over June and July 2025. A total of 117 applications were received, and following the selection panel, comprising representatives from Scottish Government, COSLA, and NHS Education for Scotland, 28 participants were offered a full place on the PGCert programme, which commences in September 2025.

The final sessions of the Digital Mindset for Leaders for this period were delivered, having been booked to full capacity. A total of 208 leaders have attended to date (this figure excludes the Board Member sessions which attracted 170 attendees in total). New dates for session running September to December are now available to book, spaces on these have been increased and opened up to leaders across the sector designed to enable integrated transformation at scale.

The Digital Health and Care Leadership Programme (DLP) empowers leaders to drive digital transformation. Through immersive learning and real-life digital projects, it builds the mindset and capability to lead change and deliver impact. Recruitment Cohort 27 of closed in June with 165 applications submitted. To meet

an increased demand the delivery model has been adapted to allow places to be increased from 80 to 157.

c) **Learning at Work Week**
Learning at Work week was held 2 - 16 May 2025 with a **"Get Connected"** theme focusing on digital and social aspects of lifelong learning. There was good engagement across the organisation with 1,975 session attendances. The quality of the sessions was reflected in the feedback received: an average session rating of 4.8 out of 5, based on over 200 feedback forms, and 98.5% of attendees rating sessions 4 or 5.

Key highlights included our most attended sessions:
- *The Science of Kindness,* offering an evidence-based reflection on compassion in the workplace;
- *Sally on the Sofa*, an engaging conversation with NES Board Members
- *Developing Accessible and Inclusive Digital Content*, which provided practical insights into inclusive digital practice.

We also highlighted expertise from our Technology Enhanced Learning (TEL) and Digitally Enabled Workforce (DEW) teams.

4.9. Planning, Performance and Transformation

a) **Equality, Diversity and Human Rights**
NES published its Equality, Diversity and Inclusion Strategy and Anti-Racism Action plan in April 2025. A fuller mid-year report is scheduled for the Board at the 20th November 2025 meeting.

b) **Equally Safe at Work**
Progress has continued to meet the milestones required for NES to be assessed for the Equally Safe at Work accreditation. This includes undertaking a staff survey and focus groups with lower paid women in the workforce. Discussion is taking place with Close the Gap about submitting our evidence earlier than the planned date of March 2026 given the progress made thus far.

c) **NES Staff Inclusion Survey**
The 3rd NES staff inclusion survey was issued in May 2025. The response rate of 26% is slightly lower than the previous two surveys. There are seven questions in the survey and each question scored higher than the previous two surveys, apart from 'I feel welcome to express my true feelings at work' which scored the same as the last survey. 51 staff provided additional comments and these are being analysed. Communication about the survey will be provided to staff shortly. The next survey will be issued in Q3.

d) **Staff Networks**
The networks continue to meet regularly, and each network now has a member of the Executive Team as a sponsor.

e) Anti-Racism Action Plan

NES submitted its July progress report to the Scottish Government. The Equality Team has plans to build training capacity in health boards on anti-racism training this year, as set out in our plan.

f) Legislative and policy update

The Equality and Human Rights Commission consulted on updates to the statutory Code of Practice following the Supreme Court judgement on the definition of 'Sex' in the Equality Act 2010. NES will provide appropriate communication to staff and will continue to protect and uphold people's rights and meet our legislative requirements.

4.10. Pharmacy

a) Interprofessional Simulation

NES Pharmacy team recently delivered their Foundation Training Year Immersive Simulation Programme for the current cohort of trainee pharmacists. This involved 84 trainee pharmacists from all over Scotland learning alongside medical, nursing and physiotherapy students in collaboration with GGC, Lanarkshire and Lothian Health Boards. Key learning outcomes included demonstrating effective multidisciplinary communication and teamwork, prioritisation and decision making in a busy hospital environment. This interprofessional learning approach is welcomed by the learners, leaving them with a much clearer understanding of different professional roles within a healthcare team in practice.

The Foundation Interprofessional Simulation programme is a novel simulation learning course, designed for Post-Registration Foundation pharmacists and Foundation doctors. It involves three immersive simulation scenarios and in-depth debrief. Key learning outcomes include a mixture of technical and non-technical skills, managing complex prescribing issues, practical prescribing issues, critical thinking, communication, decision making and dealing with error and risk. These were explored through the lens of relational co-ordination, how doctors and pharmacists interact with each other and the other members of the multi-disciplinary team. All of this learning is mapped to the UK Foundation Programme Curriculum 2021, the RPS Foundation Pharmacists Framework 2019 and the Interprofessional Education Collaborative Core Competencies 2023. Initial participant feedback has been extremely positive, and the multiprofessional programme development team are planning further testing and evaluation.

4.11. Psychology

a) 10,000 Learners and Counting: MAP of Health Behaviour Change Hits a Major Milestone

NES Psychology are delighted to share that over 10,000 learners have now completed the MAP (Motivation, Action, Prompts) of Health Behaviour Change eLearning module. This is a significant milestone for a resource that continues to equip the health, social care and third sector staff with essential skills when supporting behaviour change.

With prevention and early intervention more important than ever, the MAP of Health Behaviour Change eLearning module provides accessible, practical learning to support professionals across systems and services in empowering the people they work with to make and sustain positive changes. Whether it's increasing physical activity, improving healthy eating, supporting medication adherence, or promoting smoking cessation, this resource is relevant to a wide range of professionals — from GPs, Consultants, Nurses, and Midwives, to Pharmacists, Dentists, Ambulance staff, Early Years Practitioners, Mental Health Professionals, Social Care Workers, Students, and Community Link Workers. Practitioners across these roles have already completed the module, highlighting its relevance and value in everyday practice.

Launching in 2019 and developed by Health Psychologists, the MAP module is rooted in health psychology, behavioral science and evidence-based behaviour change theory. It introduces learners to the three key routes to behaviour change—building motivation, turning motivation into action, and using prompts and cues to support change in real-life settings in a meaningful and sustainable way.

Learners can also attend MAP workshops, where they build on their eLearning with interactive practice and skills development, helping staff integrate behaviour change approaches into everyday conversations and care.

One recent learner shared:
- "The map model module has given me techniques and information in how to help people make and maintain behaviour change. The guides are very helpful … and how it will help myself with good practice to support people. Thank you."

A social worker described the module as:
- "Practical, realistic, can adopt a 'keep it simple' approach, no need to overly complicate the situation. It's a smart approach."

Another Learner shared:
- "A very clearly explained approach, with supportive exercises. I could see this being usefully applied to a wider range of practitioner scenarios and health behaviour change situations".

Want to know more?
You can find the MAP of Health Behaviour Change module on the TURAS Learn platform. It's free to access and open to all health, care and public service staff in Scotland.

As we face growing challenges around health inequalities and demand on services, prevention is key, and psychology has a major role to play. MAP helps bring that psychological insight and expertise to life, putting the science of behaviour change into the hands of the practitioners who are best placed to use it.
More information on Behaviour Change can be found on our website.

4.12. Social Care & Communities

a)   **Health Inequalities**
Colleagues leading on Health Inequalities in NES have completed the analysis of an all-staff survey that was undertaken to better understand levels of awareness across NES and to identify opportunities to enhance this. The report has been reviewed by the cross-NES Health Inequalities Group and will be published on the NES intranet. The report provides recommendations which are now reflected in the workplan for our Specialist Lead, Health Inequalities.

The Directorate also hosted an all-staff webinar on 25 June 2025 to introduce Health Inequalities and to encourage colleagues to consider how they can better advance a health equity approach in their work. Presenters included Dr David Blane, University of Glasgow, and Deep End GP (providing an intro to health inequalities) and Mark McAllister (Public Health Scotland, providing overview of Population Health Framework). The session then showcased examples of NES's current activity in respect of health inequalities with excellent presentations from Dental (oral health improvement programme) and NMAHP (Family Nurse Partnership) with the Specialist Lead, Health Inequalities, outlining NES's commitment to addressing inequality and improving outcomes and the actions in train to support this.

b)   **Social care Forum**
NES's Social Care Forum continues to support cross-directorate working by bringing together colleagues across the organisation who are supporting or looking to engage with key social care stakeholders. This helps to ensure a more coordinated approach to advancing NES's ambition to extend education and training, knowledge services, digital skills and innovations to social care service providers and their workforce in Scotland.

c)   **Knowledge and Skills Framework for Community Link Workers/Social Prescribers in Scotland**
The Social Care and Communities Directorate have secured a new commission to recruit a Specialist Lead to work in partnership with the sector to develop a Knowledge and Skills Framework for Community Link Workers/Social Prescribers in Scotland. This activity will support CLW/ SP workforce development and aligns with one of the initial actions in the Place and Community driver of the Population Health Framework, which sets out the commitment to develop a Social Prescribing framework.

5.   Partnerships - how we are supporting our partners

5.1.   Strategic Partnerships

Relationships continue to evolve and consolidate with a range of national partner organisations, educational institutions, research, and innovation partners and within collaborative workstreams involving multiple partner organisations (focussed on key areas of cross-public service interest). Partnership work aligns with the priority themes within the

NES Learning and Education Strategy and Research and Innovation Plan as relationships mature and as we share our strategic intent for working in partnership. This is in addition to the continued efforts of colleagues across NES, who work in partnership across, health, social care, and wider public service in the day-to-day delivery of their specific areas of work.

The number of partnerships and collaboration between NES and partners has continued to grow, and we are working hard to develop and consolidate these relationships.

Strategic partnerships focussed on **delivery of learning and education for health and social care:**

- Partnership working arrangements are in place with nine National Partners supporting coherent learning provision in health and social care: Scottish Funding Council (SFC), Social Services Standards Council (SSSC), Skills Development Scotland (SDS), Scottish Qualification Authority (SQA), College Development Network (CDN), Colleges Scotland, Universities Scotland, Education Scotland and Council of Deans of Health Scotland.

- There are currently 15 strategic collaborative workstreams, which bring together multiple partner organisations around a common area of interest/delivery, to support delivery of cohesive learning provision for health and social care.

- Learning collaborations are formalised with three other NHSS Boards: NHS Golden Jubilee, Scottish Ambulance Service, NHS 24 and continued strategic discussions are on-going with Public Health Scotland.

- Formal strategic partnerships with eight Higher Education Institutions (HEIs): University of St Andrews, Open University in Scotland, University of Dundee, University of Strathclyde, University of the West of Scotland, Glasgow Caledonian University, Glasgow School of Art, and University of Glasgow.

- 4 Nations collaborations between NES, NHS England, Health Education, and Improvement Wales & the Northern Ireland Medical and Dental Training Agency are continuing with a current focus on: new roles / MAPs (Medical Associate Professionals), medical training reform and AI / digital.

Strategic research and innovation initiatives and partnerships:

- There are five formal Research and Innovation Partnerships with national partners: Scottish Funding Council, UK Health Data Research Alliance, Chief Scientist Office (Health), The Academy of Medical Sciences and the Digital Health and Care Innovation Centre (DHI).

- There are currently 13 collaborative workstreams (involving multiple partners) with a focus on different areas of the research and innovation agenda. Examples include NES involvement and support for the Accelerated National Innovation Adoption (ANIA) Pathway, working with Scotland's three health and social care innovation hubs to support learning and education, and foresighting projects with the National Manufacturing Institute of Scotland (NMIS).

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.

The NES Executive Team (ET), Transformation Group (TG), and Strategic Implementation Group (SIG) continue to meet formally. Collectively, they focus on strategic matters, strategic scrutiny, cross-organisational leadership, and ensuring the direction of strategy with a focus on our people, partnerships, and performance.

My engagement with a wide range of key stakeholders across health and social care continues. This includes a wide range of colleagues across NHS Scotland, including Board Chief Executives (BCE) and other senior colleagues, and as part of the Scottish Government NHS BCE Private, 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).

I continue to play a leading role in national workforce and strategic reform. I co-chair the Joint Negotiating Committee and act as Co-Chair on contract reform for resident doctors and dentists in training. I also serve as the NHS BCE lead on pay negotiations for consultants, specialty doctors, and resident doctors and dentists in training. In addition, I co-chair the Scottish Partnership Forum, supporting collaborative working across NHS Scotland. On behalf of NHS BCEs, I continue to lead work on the future of the National Care Service, ensuring alignment with wider health and social care reform. Since 1 April 2025, I have held the role of Vice Chair of the NHS BCE Group, and continue to contribute to national leadership and strategic direction in this capacity.

Engagement with the Scottish Government (SG) continues through my regular one-to-one meetings with a number of SG colleagues, as well as my attendance at wider SG meetings. NES maintains strong links with SG through the Strategic Sponsorship arrangement, involving myself, the NES Biard Chair, and SG's Director of Health Workforce. Recent discussions have focused on funding arrangements and NES priorities, ensuring alignment with national workforce strategy and delivery planning.

As CEO, I continue to actively engage with the University of Dundee Strategic Advisory Taskforce, which plays a vital role in shaping the university's strategic recovery and future direction. Chaired by Sir Alan Langlands, the Taskforce brings together senior leaders from across higher education, government, and public sector organisations. NES has participated in all meetings to date, and I have contributed directly to discussions on workforce planning, student recruitment, and programme development- particularly in areas aligned with national health priorities. This engagement reflects NES's commitment to supporting regional capacity and innovation, and to ensuring that our educational partnerships are responsive to the evolving needs of Scotland's health and social care workforce.

I actively participate in the 4 Nations NHS CEO Peer Group, which brings together Chief Executives from NHS England, Health Education and Improvement Wales, Northern

Ireland Medical and Dental Training Agency, and NES. These quarterly meetings provide a valuable forum for collaboration across the UK, enabling us to share strategic priorities, explore common challenges, and align on key workforce and education developments. Recent discussions have focused on postgraduate medical education reform, the Leng Review, and the UK Leadership and Management Framework, with implications for NHS Delivery and our national commitments.

I continue to engage with the Agenda for Change Reduced Working Week (RWW) Implementation (Employers) Reference Group, supporting NHS Boards in preparing for the transition to a 36-hour working week from April 2026. The group is focused on safe and sustainable implementation, with recent discussions covering service impact modelling, national guidance, and alignment of rostering and payroll systems. NES remains an active contributor to this work, ensuring readiness across education and workforce planning.

5.3.   Dental

a)   **Dental Care Professionals**
We continue to work in partnership with stakeholders to progress initiatives for pre-registration dental technician training, which include new developments to support widening access, improving career attraction, and increasing the annual student intake for the existing programme.

b)   **The Dental Workforce Development Reducing Inequalities**
As per paragraph 4.8h, the NES Board Chair and Dental Workforce Development Reducing Inequalities team welcomed Jenni Minto, Minister for Public Health and Women's Health, to NES to outline the developments in the training we deliver for the National Oral Health Improvement Programmes. Ms Minto was interested in hearing how NES is supporting the rebrand of the National Adult Oral Health Improvement Programmes and broadening our education and training to a whole-life course approach. The team also outlined the successful collaboration with the SSSC delivering Open Badges, micro-credentials related to Oral Health Improvement and the successful uptake across NHS, social care and the third sector.

5.4.   Medical

a)   **Appraisal Leads meeting**
A National Appraisal Leads meeting was held on 14th July 2025, chaired by NES, and attended by primary and secondary care leads from across the territorial boards. All those in attendance acknowledged and appreciated the organising of the meeting, giving them a platform to share and discuss raising concerns and to share best practice and agree standardised approaches in Scotland.

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

a)   NES and Digital Health & Care Innovation Centre (DHI) Mindset UK Challenge
We are delighted to confirm an award from Innovate UK supporting a NES

Collaborative Agreement with DHI, University of Glasgow and Care Reality. Funding supports the creation of a novel resource using Extended Reality to support capacity and capability of safety planning and suicide prevention. NES have been successful as part of a Scottish partnership, securing a collective award of £250,000. Whilst this Mindset UK challenge is primed to develop business growth, the NES element seeks to interrogate the application of XR extended reality as an educational medium for broader access and benefit.

The partnership will design, test and deliver a market ready product. This resource facilitates access to safe and effective learning, for individuals and teams across the public sector, allowing them to provide unplanned support to service users and the wider public who are experiencing a moderate or severe mental health episode, outwith a mental health clinical setting.

NES will lead on the educational design and quality assurance of the product, with professional sponsorship from Judy Thomson, Director of Psychology.

b) **NHS Scotland Youth Academy**
The '*Enhancing Medical Attraction*' (EMA) project, resourced via NES Medical Additional Cost of Teaching (ACT) funding is supporting attraction to undergraduate medicine. The workstream has now launched '*Your Med Future*' (YMF), a new section of the NES NHSScotland Careers website. This provides guidance and information for anyone considering applying to study medicine in Scotland. Initial feedback on the YMF hub is positive, with a number of NHS Boards, Medical Schools and key partners linking to, or embedding, content pages within their own communication channels. This site will continue to evolve, in response to user experience testing with the addition of 'insider insight'.

Work with regional Youth Academy huddle groups is continuing. Recent highlights include establishing a group of representatives from huddles, the Clinical Skills Managed Educational Network (CSMEN) and education partners, to develop professional learning using simulation in schools. With increased use of simulated health/care environments in secondary schools, there is scope to support teachers in effective use of simulation through sharing the expertise and knowledge within NHS simulation learning teams. The group aims to produce professional learning resources for the Secondary school sector, building on previous pilot work led in Forth Valley.

Following completion of the first phase of a Scottish Government commission to explore Earn as You Learn (EAYL) routes (apprenticeships and other options), a report has been signed off by the Anchors Strategic Workforce Group and activity now underway in phase 2. This next stage will develop a detailed action plan further exploring how a coordinated and strategic approach to EAYL pathways could be developed, clinical and non-clinical roles. This will include emerging workforce data and methods for effective engagement with NHS Boards, Skills Development Scotland, and other national partners.

c) **ANIA (Accelerated National Innovation Adoption)**
Accelerated implementation of ANIA pharmacogenetics and diabetes remission Programmes continues with workforce planning and service delivery shaped by

combining data and sharing knowledge and understanding with our ANIA partners. This collaborative approach enhances implementation planning for the adoption of innovation to best effect.

NES contributes to ANIA in two ways: NTS for digital and the Research & Innovation Workforce Diversification team regarding workforce and training; an element that is increasingly diverse and demanding ongoing. ANIA is also a valuable connection point to the innovation pipeline and therefore the innovation community (health). The two Fellows in Clinical AI who recently completed their year programme with Guy's and St Thomas' NHS Foundation Trust were based in Scottish clinical projects connected to ANIA, adding to capacity to our overarching system benefit.

d) **Knowledge Management and Discovery (KM&D)**
The KM&D Business Unit staff undertook a recent engagement exercise with NHS Boards who have migrated to using Turas Learn as their corporate learning management system. The purpose of this activity was to capture their experiences of the migration process and ongoing use of the application, along with any challenges and ideas for improvement. Staff from the unit also worked with members of the NHS Scotland librarians' network to produce new guidance on the use of generative AI, developed specifically for library and knowledge professionals working within NHS Scotland Boards. This guidance is not intended as general advice for the wider health and social care sector but rather focuses on practical advice relevant to NHS Libraries, particularly in areas such as copyright, ethics, and information literacy. [Artificial intelligence | The Knowledge Network Scotland](#).

e) **Pathways and Partnerships Team**
Strategic alignment continues, including with Earn as You Learn and National Occupational Standards (NOS) reviews. This is helping to ensure that NES activity contributes meaningfully to broader policy goals.

5.6. NES Technology Services (NTS)

a) **National Digital Platform (NDP)**
The National Digital Platform (NDP) Data Storage service has completed development of the Medical Device Data Hub, a national solution providing a single source of truth for Class III medical device data in Scotland. Commissioned as part of the Scan for Safety programme, the end-to-end solution is scheduled to go live on 4 August 2025. This will support health boards in identifying patients with implants and enable faster, more effective management of device recalls.

b) **Digital Prescribing and Dispensing Pathways (DPDP)**
Discussions have progressed on the recruitment of a technical delivery partner to support the wider build of DPDP and the procurement route for the advanced electronic signature (AES). An updated version of the Implementation Business Case, including the refreshed Benefits, is planned to be completed and shared with Scottish Government by mid-July 2025. Recommendations from the technical report received are also being progressed.

c) **Accelerated National Innovation Adoption (ANIA)**
    NTS is collaborating with ANIA partners on the newly funded Digital Diabetes Remission programme, which is intended to go live nationally in January 2026. The programmes value case was approved by the Innovation Design Authority (IDA) in August 2023, and the Scottish Government confirmed implementation funding in April 2025.

    As the appointed digital partner, NTS has been working at pace to assess feasibility, refine the value-case design and validate integration assumptions. These activities directly support the development of the final procurement specification.

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

a) **Health Protection Landing Page Redesign**
    We have recently appointed a Health Protection Workforce Education Lead, a joint post with Public Health Scotland. Building on the success of a previous post, this role will support the Scottish Health Protection Network in the translation of specialist knowledge into contemporary and accessible education for a broad range of stakeholders across health and social care. Health protection work covers a range of specialist subjects including Infection Prevention Control (IPC), Environmental Health Protection, Respiratory and EPRR (Emergency Preparedness, Resilience, and Response. One of the first pieces of work being undertaken is the redesign of the Health Protection (HP) landing page held within Turas Learn by making the page more relevant to the target audience, and add sections on common zoonotic diseases, water and food safety, and the Public Health (Scotland) Act 2008. This will enhance user experience, update content and optimise search results. Communications are being prepared to support a soft launch later in the summer months.

5.8. People and Culture

a) **Leading to Change**
    A partnership proposal between the Leading to Change team, the University of Strathclyde, and the SSSC has been submitted to the Economic and Social Research Council Impact Acceleration Account. Its focus is the design and delivery of a series of stackable (complementary) leadership learning resources for supervisors and first line managers in social care, but which could also be accessed by this level of leader in others parts of the workforce.

5.9. Psychology

a) **Health Behaviour Change In Dentistry Updates**
    The Physical Health workstream in the Psychology Directorate at NHS Education for Scotland (NES) has been liaising with the Dental Directorate in NES on various health behaviour change teaching, alongside staff in NHS Greater Glasgow and Clyde, NHS Tayside and the universities of Glasgow and Dundee, in three main areas: 1. NES Health Behaviour Change Training delivered at Dentistry

Undergraduate and Post Graduate levels . 2. New paper published: [Does Motivational Interviewing have a role in Dentistry](#) 3. Conference updates: NES conference presentation about collaborative work and a poster on Motivational Interviewing in Dentistry settings delivered at the recent Motivational Interviewing conference in Glasgow.

5.10. Planning, Performance and Transformation.

a) **Human Rights Capability Building Project**
NES has appointed a specialist lead on human rights until March 2026 to deliver the commission from Scottish Government to build capacity in health and social care on human rights. This will have a particular focus on the international human rights treaties. NES is working in partnership with the Improvement Service, who have a similar commission; work has started to jointly plan stakeholder engagement and resource development.

5.11. Social Care and Communities

a) **Adult Social Care Reform Conference**
The Associate Director attended the recent Adult Social Care Reform conference where the Minister for Social Care and Mental Wellbeing gave the keynote speech on 'Government Priorities for Adult Social Care Reform in Scotland' and Councillor Paul Kelly, Health and Social Care Spokesperson, COSLA set out the role of local authorities in reforming adult social care and the priorities for addressing workforce and capacity issues across the sector.

b) **Fife College**
Following an introductory meeting with the Vice Principal of Fife College the Directorate have progressed discussions to build this strategic relationship and to explore opportunities for partnership working in support of the social care sector.

c) **Scottish Care Palliative Care and Care around Dying Workforce Forum**
The Social Care and Communities Directorate are participating in the reinstated 'Scottish Care Palliative Care and Care around Dying Workforce Forum.' This membership of this group includes a range of stakeholders from the social care sector who are focused on working to support positive experiences for those in social care services receiving end of life care.

d) **National groups**
The Director continues to represent NES on several national groups, including:

- the Collaborative Response and Assurance Group (CRAG) – which is advancing the joint mission to reduce, to pre-Covid levels, the number of people whose discharge from hospital is delayed.
- The Place and Wellbeing Programme Board (PAW) – which seeks to harness the collective power of communities, and the public, third and

private sector to advance local action to improve population health and reduce health inequalities.

- The Proactive and Preventative Care Programme Board (PPC) – which seeks to deliver more preventive care through five workstreams; GIRFE; Cardio-Vascular Disease; Primary Care; Waiting Well; Digital.

The Scottish Government has paused some of these groups whilst considering how best to transition their work to meet the ambition of the Health and Social Care Service Renewal Framework and the Population Health Framework.

NHS Education for Scotland NES/25/52

Agenda Item: 08a

Meeting Date: 21 August 2025

Public Board

1. Title of Paper

1.1. NES Annual Delivery Plan 2025-26 – Confirmation Letter from Scottish Government

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. NES submitted its draft 2025/26 Annual Delivery Plan (ADP) to Scottish Government (SG) in March 2025 as per SG submission requirements. SG approval of the 2025/26 NES ADP was confirmed via a formal feedback letter received on 4 June 2025.

4.2. This paper presents the 2025/26 NES ADP SG feedback letter to the Board for noting (Appendix 1).

5. Background and Governance Route to Meeting

5.1. The NES Board approved the 2025/26 NES ADP in May 2025, whilst recognising that the ADP is a dynamic document that will continue to evolve during the course of the year.

5.2. As per the finalisation of the 2024/25 ADP, the NES Sponsorship Team at SG arranged a series of workshops with NES directorates and SG policy colleagues to confirm 2025/26 deliverables and associated funding however following the conclusion of the first workshop in April 2025 SG took the decision to pause the scheduled series of workshops to reflect on their

format and planned outputs. These workshops have not been rescheduled however ongoing discussion has taken place between NES and SG to confirm ADP deliverables that were previously awaiting funding confirmation.

6.   Assessment/Key Issues
         (Include narrative relating to a-h checklist by exception)

6.1.   The SG letter recognises the unique role that NES has as a national board providing education, workforce development and digital support across NHS Scotland and thanks NES for the work undertaken to develop the 2025/26 ADP in what continues to be a period of significant pressure for the health and social care (h&sc) system.

6.2.   The letter confirms SG is assured that our 2025/26 ADP aligns with national reform priorities, including workforce sustainability, mental health, digital transformation and the shift towards multidisciplinary and community-based care. SG also highlight the importance of NES's contribution to h&sc reform and renewal in the context of three recently published SG strategic documents: NHS Scotland Operational Improvement Plan, Population Health Framework (2025-35) and the H&SC Service Renewal Framework (2025-35).

6.3.   The Board will have noted that this feedback letter was received before the announcement by the Cabinet Secretary for Health and Social Care on 17 June 2025 setting out the requirement to form the new NHS Delivery organisation (which NES will become part of along with our partners, NHS National Shared Services). NES remains committed to delivering the priorities set out within the 2025/26 ADP and further updates will continue to be provided via quarterly delivery reports.

7.   Recommendations

7.1.   The Board are asked to note the 2025/26 NES ADP SG approval letter.

7.2.   For the Board's information the 2025/26 ADP has been uploaded to the Corporate Publications page of the NES website. The published ADP will be updated on a quarterly basis to reflect any approved in-year changes.

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

AS
August 2025
NES

Health Workforce Directorate
Health and Social Care Workforce Planning and
Development Division
Gillian Russell - Director

E: NESSponsorship@gov.scot

Scottish Government
Riaghaltas na h-Alba

Karen Reid
Chief Executive
NHS Education for Scotland

Via Email; ceo.nes@nes.scot.nhs.uk

4 June 2025

Dear Karen,

NHS EDUCATION FOR SCOTLAND – DELIVERY PLAN 2025/26

Thank you for submitting NHS Education for Scotland's (NES) Delivery Plan for 2025/26. I would first like to take this opportunity to thank you and your team for all the work that has gone into this during what continues to be a period of significant pressure across the health and social care system.

We continue to plan against a backdrop of operational and financial challenge, and we recognise the unique role that NES plays as a National Board in providing education, workforce development and digital support across NHS Scotland. The clarity with which the Plan articulates this role is welcome, and we are assured by the alignment between NES's statutory remit and the national reform and renewal agenda.

Overall, we are satisfied that the Delivery Plan broadly meets the expectations set out in the 2025/26 Delivery Planning Guidance and provides sufficient assurance at this stage between the Scottish Government and NES as a basis on which to proceed. This is contingent on the understanding that NES will continue to work closely with the Scottish Government around delivery and implementation. As with previous years, we also recognise that Delivery Plans must remain live and responsive documents.

As you are aware, we are increasing the pace of our health and social care reform and renewal. To support this, a new NHS Scotland Operational Improvement Plan (OIP) was published on 31 March, as the first of three strategic documents, alongside the forthcoming Population Health Framework and Service Renewal Framework. We are pleased to see that NES's planning reflects the context of these reforms and the distinctive contribution that national partners are making to workforce sustainability, capability building, and digital enablement.

NES plays a unique role within NHS Scotland, providing national leadership in education, training and workforce development, alongside growing responsibilities in digital services and data systems. The 2025/26 Delivery Plan outlines how NES will continue to use its

INVESTORS IN PEOPLE™
We invest in people Silver

disability
confident
LEADER

statutory functions to support a sustainable and skilled workforce, including through education pathways, leadership development, digital innovation, and collaborative working across the whole system. The Plan demonstrates well how NES will work across the health and care landscape to deliver at both national and regional levels, with a focus on long-term workforce planning and capacity building.

We are particularly assured by the Plan's alignment with national reform priorities, including workforce sustainability, mental health, digital transformation and the shift towards multidisciplinary and community-based care. NES's continued delivery of key programmes such as national training infrastructures, digital learning systems, and leadership development are central to achieving service renewal. We also recognise the important role NES plays in enabling integration, supporting data-driven workforce planning, and fostering a culture of learning and innovation across the system.

Looking ahead, these NHS Board Delivery Plans rightly focus on the planning being undertaken by an individual Board. However, they are set within an increasingly integrated, collaborative and national planning context as we move forward with population-based planning. Our Service Renewal Framework will be published in the summer and will build on last year's Directors' Letter "A Renewed Approach to Population Based Planning across NHS Scotland" DL(2024)31. We look forward to working with you in the year ahead to continue to evolve our planning approach to better meet the needs of the populations we serve.

We have reviewed the NES Delivery Plan in full and are content that it provides a strong basis on which to proceed. Detailed policy feedback has been collated and will be shared and discussed through regular sponsorship engagement and the Deliverable Agreement sessions. This approach is intended to support the ongoing refinement and successful delivery of the Plan, and we would encourage NES teams to continue engaging closely with Scottish Government policy colleagues throughout the delivery year.

Subject to any amendments you wish to make as a result of this feedback, we are content that you progress the NES Delivery Plan towards Board approval and subsequent publication.

Once again, many thanks to you and all of your colleagues. We look forward to continuing to work with you as we deliver on shared priorities for safe, high-quality and sustainable care. If you have any questions about this letter, please contact Laura Tait, NES Sponsorship Team (nessponsorship@gov.scot).

Yours sincerely

Gillian Russell
Director of Health Workforce

St Andrew's House, Regent Road, Edinburgh EH1 3DG
www.gov.scot

INVESTORS IN PEOPLE™
We invest in people Silver

disability
confident
LEADER

NHS Education for Scotland   **NES/25/53**

Agenda Item: 9b

Date of meeting: 21 August 2025

NES Public Board

1.   Title of Paper

1.1.   Quarter 1 Finance Update Report 2025/26

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

3.1.   Jim Boyle, Director of Finance

4.   Situation/Purpose of paper

         The purpose of this paper is:

4.1.   To inform the Board of the forecast financial outturn position at the end of
         Quarter 1 (Q1) of financial year 2025/26, based on year-to-date activity and
         known spending commitments and anticipated funding for the remainder of
         the year. The forecast year-end position, as set out in this report is an
         overspend of £1.1m.

4.2.   To report the current Scottish Government baseline and in-year non-
         recurrent funding position and highlight the ongoing work with SG Health
         Finance and policy teams on outstanding funding.

4.3.   The Q1 financial position set out in this report was reported and discussed at
         the Planning and Performance Committee meeting of 11 August 2025.

5.   Background and Governance

5.1.   The Financial Plan which supports the Annual Delivery Plan was approved by the NES Board on 27 March 2025. The Plan was also submitted to and approved by the Scottish Government in March. The Financial Plan consisted of a baseline budget of £648.9m for NES to conduct its core activities with recurring and non-recurring funding of around £211m indicated at that time for additional commissioned work by a range of SG policy teams. Due to timing of the initial announcement to end the lease at Westport the approved Financial Plan indicated a deficit position of £1.0m in all three years of the planning period.

5.2.   All Boards' opening baseline budgets for financial year 2025/26 were uplifted by 3% to cover pay and inflation uplifts. Also, following extensive discussions with SG Sponsor and Finance teams, a further £12m was returned to NES to restore the previous baseline funding reduction that was made by the Scottish Government in December 2023, as part of the 2024/25 funding settlement. That restoration allowed the next phase of the Digital Learning and Infrastructure programme (previously known as TURAS Refresh) to be funded from the NES baseline.

5.3.   The Financial Plan for 2025/26 included the following assumptions set out by SG:

- 60% of the Employers National Insurance increase would be funded by an additional recurring allocation.

- NES would receive recurring Sustainability Funding of £4.7m to offset in-year cost pressures, including the Employers National Insurance increase.

- Pay awards above 3% will be fully funded by SG (first 3% would be met by the baseline uplift in 2025/26).

5.4.   A savings plan of £9.2m, split £6.6m recurrent and £2.6m non-recurrent, was approved as part of the Financial Plan at the Board meeting in March. This reflects the request from SG to not impact on any areas of our budget where NES provides funding to other NHS Scotland Boards for deliverables such as training grade salaries or undergraduate teaching.

5.5.   Appendix 1 to this report presents a more detailed analysis of the financial update, and this report was presented to the Planning and Performance Committee at its meeting on 11 August 2025.

6.   Assessment/Key Issues

General

6.1.   The summary position being reported at this stage of the financial year, based on activity to date plus known commitments is as shown in Table 1:

Table 1 – Summary Projections 2025/26

Performance Indicator	Year-End Forecast **Outturn**	Q1 Position (Year to Date)
Revenue Outturn	**£1.1m (overspend)**	£3.1m (underspend)
Cash Releasing Efficiency Savings (CRES)	**£9.2m**	£2.4m

6.2.   NES is reporting a small year to date surplus due to rephasing of activity compared to the original Financial Plan and a full-year forecast deficit position of £1.1m.

6.3.   SG have allocated funding for the increase to Employers National Insurance contributions. This funding is less than the 60% expected as part of the agreed planning assumptions in the approved financial plan. This has resulted in a recurring cost pressure for NES of £1.8m.

6.4.   Partially offsetting this cost pressure is the non-recurrent underspend from lower-than-expected Dental Trainee recruitment, and the partial reinstatement of Westport savings as a result of the 12-month extension to the lease.

6.5.   The Agenda for Change and Medical and Dental Consultant pay awards for 2025/26 have been agreed by Scottish Government and pay uplifts and back pay will be paid to all staff in these cohorts by July. Scottish Government allocated full funding to support these pay uplifts in the August allocation letter.

6.6.   At Quarter 1 we are on track to deliver the savings target of £9.2m set out in the Financial Plan.

Funding

6.7.   Throughout the year Scottish Government policy teams ask NES to undertake additional commissions that reflect policy and service need, aligned to the NES strategy, and that work is supported by further funding allocations. Work with Scottish Government policy teams is ongoing to ensure funding requirements are based on the most up to date information available, funding is fully allocated to NES and that NES can fully utilise that funding in the financial year.

6.8.   NES has received its baseline allocation of £648.9m along with the recurring allocations from 2024/25 of £111.3m. A further £1.7m of 2024/25 baselined allocations is expected in the September allocation letter. In the first quarter we have also received a further £57.9m recurring allocations and £24.3m non-recurring. The forecast position includes a further c.£29m of allocations expected during the year. This includes full funding for pay awards agreed to date. Table 2 provides a summary position for allocations received and outstanding for each NES directorate, excluding the baseline funding.

Table 2- Allocation Status by Directorate	Anticipated £	Received £	Outstanding £	Outstanding %
Medical, Pharmacy, Healthcare Sciences	25,002,537	14,136,948	10,865,589	43%
Dental, Optometry	1,292,499	2,172,781	(880,282)	-68%
NMAHP	2,922,961	2,531,140	391,821	13%
Psychology	31,146,338	31,146,338	-	0%
NHS Scotland Academy, Learning & Innovation	464,700	384,004	80,696	17%
Social Care & Communities	1,137,948	89,500	1,048,448	92%
NES Technology Services	17,157,687	6,341,294	10,816,393	63%
Workforce, Planning	1,676,729	865,048	811,681	48%
Corporate Provisions	16,185,608	10,438,915	5,746,693	36%
Total excluding MTGS	**96,987,007**	**68,105,968**	**28,881,039**	**30%**
Medical Training Grade Salaries (MTGS)	14,295,593	14,081,213	214,380	1%
Total NES	**111,282,600**	**82,187,181**	**29,095,419**	**26%**

Spending

6.9.　The main variances currently being reported by directorates and in corporate budgets are set out in Table 3:

Table 3: Main Variances		
Budget Area	**Variance (Over)/Underspend**	**Details**
Dental Vocational Training	£0.6m	Predominantly driven by lower recruitment fill rates, for September 2025 intake, for both core (11 wte) and vocational training (3 wte). This is a similar pattern from September 24 intake, so further work being undertaken to find root cause and determine if changes required for 2026 recruitment.
Employers National Insurance	(£1.8m)	Funding shortfall for the changes to Employer National Insurance contributions.

6.10.　There are other minor variances across all directorates, which when taken together and with those set out in Table 3, result in the net forecast overspend of £1.1m. The Executive Team will put sufficient measures in place to ensure that the main financial target of revenue breakeven is achieved by the end of the financial year.

6.11.　Appendix 1, Table 2 shows the current forecast variances by directorate.

Key Risks to Financial Performance

6.12.　Table 4 sets out the main risks to the financial performance detailed in this report, as well as mitigations that will assist in managing those risks. Table 2 includes a risk around the establishment of NHS Delivery. While the Scottish Government has stated that funding in the current financial year will be unaffected by the setting up of NHS Delivery, there is a risk that new spending commitments will be necessary during 2025/26 which may not be funded. There is also a risk that some budgets will not be spent because staff activity is diverted to work associated with NHS Delivery.

Table 4 - Key Risks to Financial Performance

Risk	Status	Mitigations
NHS Delivery – financial risk associated with the establishment of new entity from 1 April 2026	**AMBER**	- NES Senior Leadership representation on Programme Board and Project Delivery Team. - NES representation on all workstreams of project team - Regular and consistent communications for all staff - Weekly drop-in sessions for staff with Chief Executive, Chair and Employee Director - Regular reporting to ET, Board and Committees on performance against in year ADP.
2024/25 allocations that are due to be baselined in 2025/26 not being confirmed as baselined in the current financial year	**AMBER**	- Regular discussions with SG Health Finance and verbal assurances. £1.7m remains outstanding at Q1.
Remaining allocations not being confirmed in future allocation letters	**AMBER**	We have already received 78% of allocations. Of the remaining outstanding 50% have written confirmation with the other 50% agreed in principle (see Table 4 of Financial Summary Report).
Digital Front Door – first phase of rollout not delivered by December 2025.	**GREEN**	- Delivery partner in place. - Funding envelope agreed with SG to progress with spend plans and getting team in place.
Underachievement of savings plan or elements of the plan through implementation issues within NES	**GREEN**	Regular reporting to Executive Team with a requirement to replace any non-achieved savings with alternative measures
Requirement by SG for Boards to further reduce spending in-year (baseline or non-recurrent)	**GREEN**	- Completion of monthly FPR returns to keep SG Health Finance appraised of outturn projections - Utilising flexibility within the overall NES baseline budget to cover shortfalls across NES directorates - Potential to implement further discretionary spending controls
2025/26 pay awards not fully covered by additional funding	**AMBER**	SG have confirmed that Boards should continue to work on assumption awards will be fully funded until notified otherwise.

Risk	Status	Mitigations
		• Funding for AfC and HMD pay awards already agreed and paid in July, with funding allocation confirmed in August. • Pay negotiations for Resident Doctors still ongoing and consequently no funding confirmations yet.
Medical Training Grades potential funding deficit not underwritten by SG	**GREEN**	• 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

7. Recommendations

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

Appendices

Appendix 1 – Financial Report as at end Q1 2025/26 (detailed report presented to PPC on 11 August 2025)

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(s):
Alan Young, Head of Finance Business Partnering, Laura Howard, Deputy Director of Finance, Jim Boyle, Director of Finance
Date: 13/08/2025

APPENDIX 1

FINANCIAL REPORT

AS AT END Q1 2025/26
(presented to Planning & Performance Committee on 11 August 2025)

Contents

1. <u>Executive Summary</u>

At the end of Q1 of the financial year 2025/26, NES is anticipating a revenue deficit position of £1.1m as a direct result of the Scottish Government not fully funding the increase in Employers National Insurance contributions as assumed in the financial plan. A range of measures are being reviewed which would help offset the current projected overspend.

Table 1 – Summary Position	Year-End Outturn	Q1 (YTD)
Revenue Budget	(£1.1)m	£3.1m
Cash Releasing Savings	£9.2m	£2.4m

A. Revenue Budget

- At Q1 the NES forecast year-end position for financial year 2025/26 is an overspend of £1.1m. The year-to-date position shows an underspend of £3.1m which is from a number of budgets needing correctly phased across year now that funding has been received from SG and spend plans are finalised.

- The overspend is in large part driven by reduced funding of £1.8m, provided by SG for the changes to employer national insurance contributions. At operational planning period SG committed to providing the full cost via two allocations, one to cover 60% of the increase and another for Sustainability which would cover the 40%, with the total equating to £11.8m for NES. In mid-June, all NHS Boards were advised SG would not be disbursing the full funding required to cover all the costs and reduced funding would be allocated. For NES, the funding allocated amounted to 85% of our requirement.

- There are various overspends and underspends reported across directorates, and these are discussed further in the Operational Performance section on Page 5.

- 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 Q2 and be communicated to SG and an asset then created on the asset register once purchase is complete. For 2025/26 we currently anticipate £0.9m will be required to support capital programmes, with the main spend being on the fit-out works at our new Bothwell Street property in Glasgow.

- As part of Medical ACT bids process, we also facilitate the in-year transfer of revenue to capital funding for territorial boards. Once a bid has been approved which requires capital funding, NES engage with SG Finance to remove revenue funding from our budget on a one-off basis and allocate it as capital funding to the Boards to carry out the approved work. The Boards will then own the asset which will sit on their asset register and they will then be responsible for all future deprecation and maintenance.

C. Savings

- At the end of the Q1 NES has delivered 26% of its Cash-Releasing Efficiency Savings (CRES) savings plans, and the Board is on track to meet the £9.2m target by the end of the financial year. The savings on workforce from vacancy lag are being monitored as longer lead times to recruit to vacant posts may deliver further non-recurring in year savings. The establishment of NHS Delivery may well drive this vacancy lag up further than it may otherwise have been, due to uncertainties created for potential new recruits.

D. Key Risks and Issues

- **Funding –** At the end of Q1 NES has £29m of funding outstanding. This includes £3.9m for the AfC 2025/26 pay award. Funding for the Medical and Dental Consultants award will be added in Period 4 and Resident Doctors will be added once an award is confirmed. The working assumption for all NHS Boards is that all pay awards will be fully funded by SG, but with the increasing

pressures on the wider system, this remains a risk until funding is confirmed. We have already seen this materialise with the funding shortfall for employer national insurance, so any further reductions in required funding would add further pressure to NES in-year financial position.

- **Major Programmes** – The fit out of our new Bothwell Street property in Glasgow has now completed with staff locating in mid-July. The full in years costs of the relocation are £1.1m and will be covered by the property investment fund as per our approved 2025/26 Operational and Financial Plans. The Digital Learning Infrastructure (DLI) Full Business Case is due to be submitted to the DLI Programme Board for sign off in September. If the Programme Board and SG approve its expected work will begin in October 2025. A budget of £2.2m was included within the Financial Plan for 2025/26. This was based on majority of staff being on AfC contracts however if agency resource is required this will potentially increase costs. Further updates will be provided after submission of FBC.

- **Digital Front Door (DFD)** - following confirmation of funding to support the rollout of DFD we have moved to recruit the required posts and completed the tendering process to secure a delivery partner. At Q1 we remain on track to meet the first implementation date in December 2025. £12m of funding has been committed by SG for 2025/26, with £4m drawdown at Q1 and we will continue to drawdown further funding as required throughout the year.

- **Digital Prescribing and Dispensing Programme (DPDP)** - for DPDP we are anticipating funding of £2.5m for 2025/26. The ability to source staff from our existing delivery partner will help push this programme forward, however a tender will be required to source a new delivery partner to facilitate the digital transfer of patient data across the different healthcare sectors. One risk that is not directly related to NES but will form part of overall programme is the need for further work on the future implementation and business as usual costs for territorial boards to ensure sign up for the new platform being built. At this point, the Scottish Government's position is that Boards will meet these costs from existing funding, but there has been significant push back from Boards in the current constrained financial environment.

2. <u>Operational Performance</u>

Revenue Position

- We have undertaken financial monitoring with directorates in Months 2 and 3 and a summary of the Q1 position is included by Directorate in Table 2 below. A more detailed breakdown by Directorate can be found at Appendix 1. Work with directorates will continue across Q2 to ensure all approved budgets have robust spend plans in place.

- **Medical including Medical Training Grade Salaries, Pharmacy & Healthcare Science:** Overall £0.1m overspend mainly from maternity backfill arrangements and new sessional appointments above budget rates.

- **Dental:** £0.6m underspend within Dental, which is predominantly driven by lower recruitment fill rates, for September 25 intake, in dental training grades on both core and vocational training (11 wte core and 3 wte VT). This is a continuation from September 24 intake so further work being undertaken to find root cause and determine if changes required for 2026 recruitment. £0.1m of the underspend relates to the reduction of funding for the BSc Oral Health training with NHS Lothian which is in a 4-year wind down process.

- **Provisions:** A £1.8m overspend is shown within provisions which is driven by the funding shortfall received from SG for the changes to Employer National Insurance contributions. During Q2 we will review potential measures we can take to reduce this pressure in-year. This will include only providing to Boards the actual funding received for Medical and Dental ACT, which would be keeping in line with previous years funding commitments for those areas and looking at whether the funding envelopes received for in-year non-recurrent programmes of work are able to absorb some of the unfunded NI costs. The vacancy lag and procurement savings also sit within provisions with a £3.05m target set within the Financial Plan (£1.5m recurrent and £1.55m non-recurrent). We will monitor the recruitment lead times and the number of vacancies to determine if this will result in a higher value being delivered.

- **Finance and Properties:** The overspend of £0.1m within Finance and Properties is due to the higher rental costs associated with only being able to offer the landlord a 12-month extension for the Westport lease and additional payroll system costs as a result of delays to the implementation of the new East Region payroll service.

- **All Other Areas:** The remaining areas of over/underspends across the directorates are predominantly due to variances within pay from new appointments above or below budget rates and backfill arrangements for maternity leave.

Table 2 - Year End Outturn by Directorate	Full Year Budget £'000	Full Year Forecast £'000	Under/(over) Spend £'000
Medical, Pharmacy, Healthcare Science	217,492	217,594	(102)
Dental, Optometry	59,941	59,315	626
NMAHP	19,220	19,164	56
Psychology	49,788	49,788	0
NHS Scotland Academy, Learning & Innovation	11,836	11,776	60
Social Care	2,036	2,019	17
NES Technology	31,978	31,914	64
Workforce, Planning	12,772	12,755	17
Finance, Properties	8,478	8,563	(85)
Corporate Provisions	17,118	18,914	(1,796)
Total Excl. Medical Training Grades	**430,659**	**431,802**	**(1,143)**
Medical Training Grades (MTG)	439,693	439,693	0
Total NES	**870,352**	**871,495**	**(1,143)**

3. Scottish Government Additional In-Year Allocations

- NES has received a total of £82.2m in additional in-year allocations within Q1. This equates to 74% of the total non-baseline funding that NES is anticipating receiving to support work on commissions. £5.6m of the outstanding allocations relate to the funding award for AfC and remaining balance of the 2024/25 recurring adjustment to baseline.

- £58m has been received recurrently which will be transferred to the NES baseline from 2026/27, including £24m for Mental Health, £15.3m for Medical Training Grade expansion trainee salaries, £7.4m for Medical ACT and £10m for changes to Employer National Insurance contributions. This large element of funding confirmation provides NES with greater clarity and increased certainty as it sets its operational planning deliverables for future financial years and will enable more work to be spread across the financial year rather than final quarters were we to be awaiting late confirmation and receipt of funding, as has been the case in recent years.

- Directorates and Finance have worked closely with SG Sponsorship team, Finance and policy leads to ensure the prompt receipt of allocations and will continue to engage with those areas who are not providing funding within a timely manner. When funding is held until late in year it creates additional work to chase and track, as well as adding risk to NES where work has already been undertaken based on funding letter commitments.

- Table 3 below shows allocations received in 2025/26 by Directorate. A more detailed breakdown of allocations over £0.5m appears in Appendix 2.

Table 3 - Allocation Status by Directorate	Anticipated £'000	Received £'000	Outstanding £'000	Outstanding %
Medical, Pharmacy, Healthcare Sciences	25,002,537	14,136,948	10,865,589	43%
Dental, Optometry	1,292,499	2,172,781	(880,282)	-68%
NMAHP	2,922,961	2,531,140	391,821	13%
Psychology	31,146,338	31,146,338	-	0%
NHS Scotland Academy, Learning & Innovation	464,700	384,004	80,696	17%
Social Care & Communities	1,137,948	89,500	1,048,448	92%
NES Technology Services	17,157,687	6,341,294	10,816,393	63%
Workforce, Planning	1,676,729	865,048	811,681	48%
Finance, Properties	-	-	-	0%
Provisions	16,185,608	10,438,915	5,746,693	36%
Total Exc MTG	96,987,007	68,105,968	28,881,039	30%
Medical Training Grades (MTG)	14,295,593	14,081,213	214,380	1%
Total NES	111,282,600	82,187,181	29,095,419	26%

Allocations Status by Risk	Outstanding £'000
1 - Allocation date confirmed	-
2 - Formal confirmation in writing received	14,458
3 - Funding approved in principle	14,638
4 - Funding under discussion with SG	-
5 - No communication with SG	-
Total Anticipated Funding into NES	29,095
6 - Funding Return to SG	-
Total Anticipated Funding incl Return	29,095

25/26 SG In Year Funding Type

- Earmarked £3m
- Non Recurring £21m
- Recurring £58m
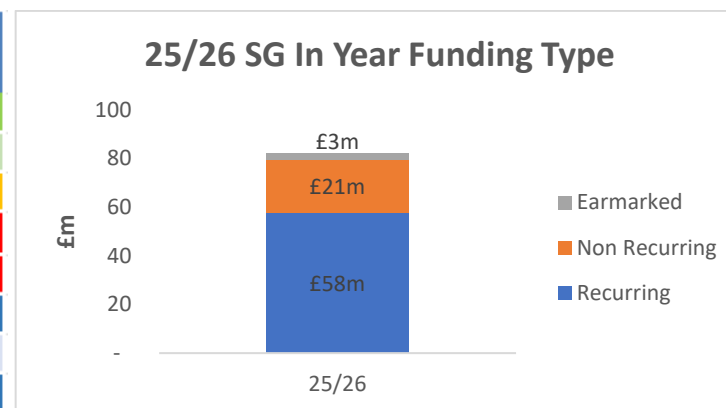
4. Cash Releasing Efficiency Savings (CRES)

- The 2025/26 approved Financial Plan identified a savings plan of £9.2m, 1.4% of the total NES baseline.

- We have achieved 26% of the CRES savings target at the end of Q1 and are on track to achieve the full year target by March 26.

- The majority of the Workforce savings are the result of the time required to recruit to vacant posts. The property savings have been delivered by entering into shared space arrangements at our Glasgow, Edinburgh, and Aberdeen offices, and only retaining one of the sites in Dundee.

- The 25/26 Savings Plan consisted of £6.6m on a recurrent basis and £2.6m on a non-recurrent basis.

5. Staff Costs 2025/26

STAFF PAY (£M)

Month	£M
Apr	20.9
May	21.7
Jun	21.5

25/26 PAY

- Trainees 66%
- Consultant 6%
- Band 7 5%
- Band 8A 4%
- Band 8B 4%
- Band 6 3%
- Band 5 2%
- Band 4 2%
- Band 8C 2%
- Band 9 2%
- Agency 1%
- Band 3 1%
- Secondee 1%
- Band 8D 0%
- Board/Senior Mgmt 0%
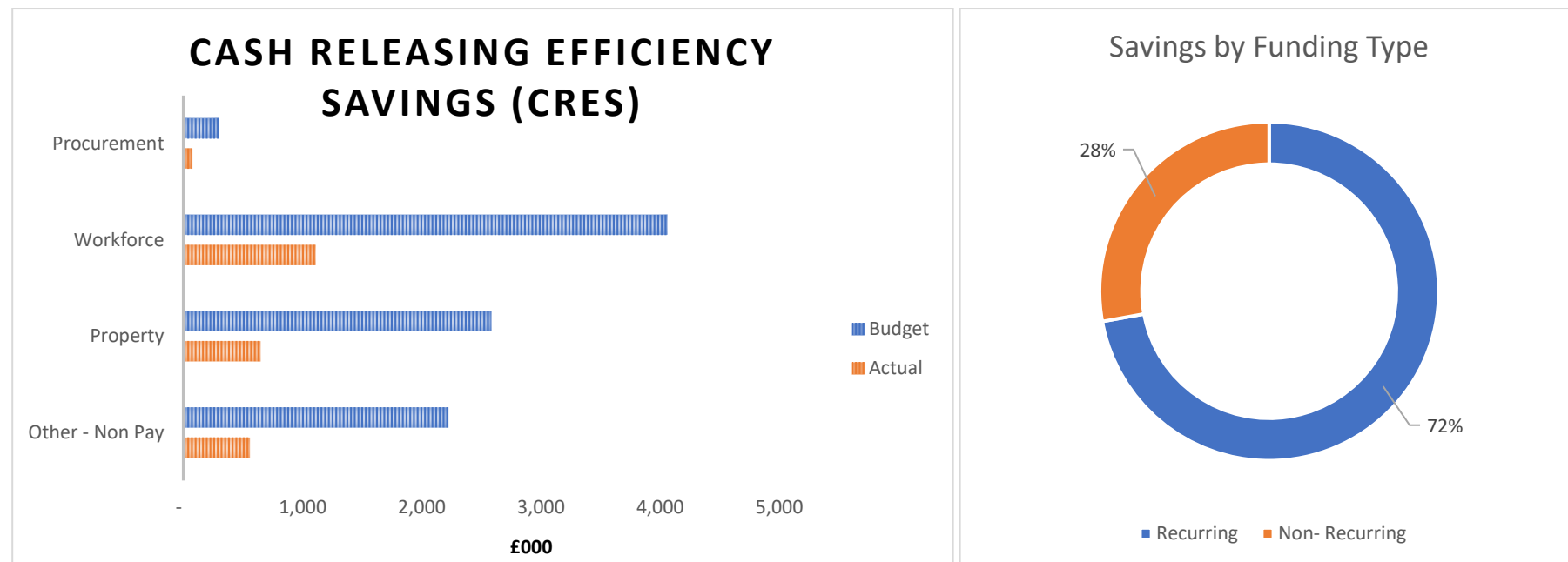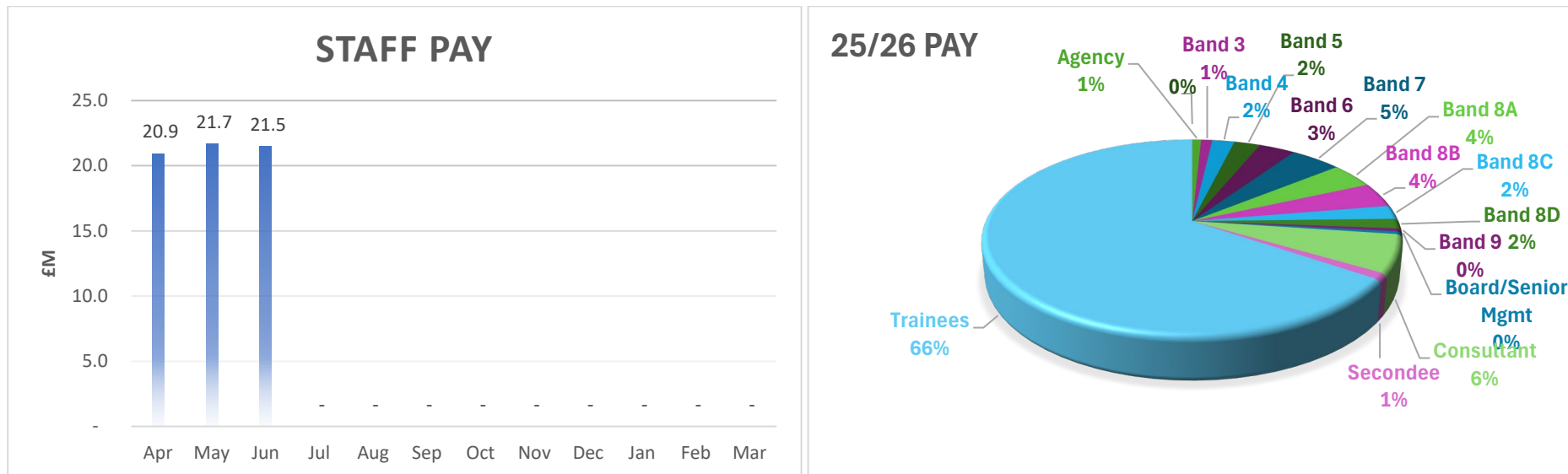
- The data on above graph includes all NES staff, agency staff, secondees and lead employer staff.

- The April figures are slightly lower as prior year accruals reverse for agency and overtime costs relating to prior year. A rise in costs in July is anticipated as AfC back pay and M&D Consultant new rate and backpay will be processed. A further increase in August and again in September is then expected in line with NES major recruitment of trainees, including new expansions funded by SG.

- A large part of NES payroll is trainee salaries (66%) which makes it key we receive timely and accurate information from other employing and placement boards to ensure correct payments are processed on a monthly basis. AfC costs account for 26% of payroll costs. Agency costs averaged £174k per month in Q1 compared to £209k in Q4 of 24/25. There has been a rise of £50k in June which could continue into Q2, mainly within NTS and NHS Learning & Innovation for DLI.

6. 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 Q4 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 24/25 there are now only 57 posts with a reduced financial risk of £3.7m.

- We have now received recurrent funding for some of the Mental Health programmes which may result in a reduction of c1.5m of risk within this area once the full funding package is reviewed against contracts.

- The remaining high-risk areas are in Workforce for Digitally Enabled Workforce (DEW) posts, Social Care and Chief Nursing Office. Although discussions with sponsor and policy teams are continuing with the expectation some of these posts will receive recurrent funding during 25/26.
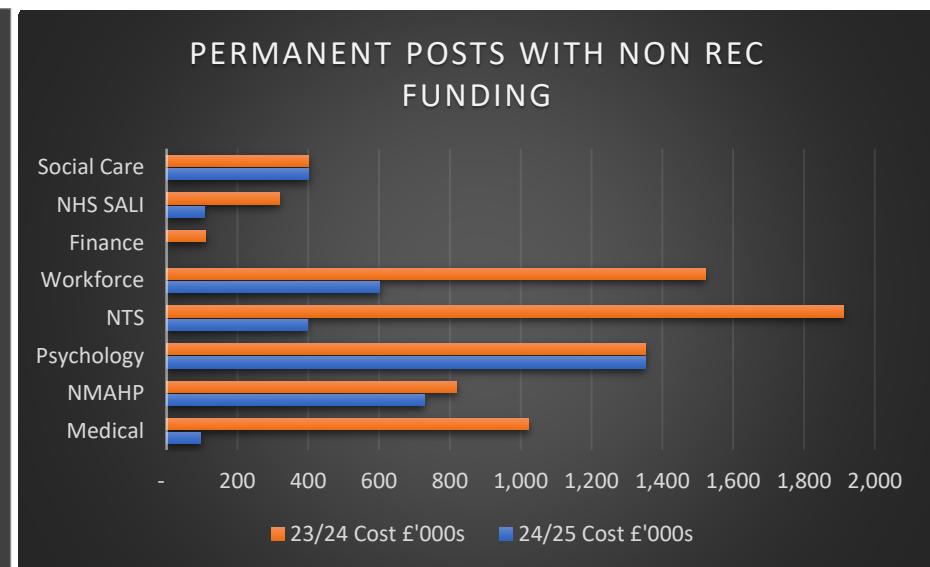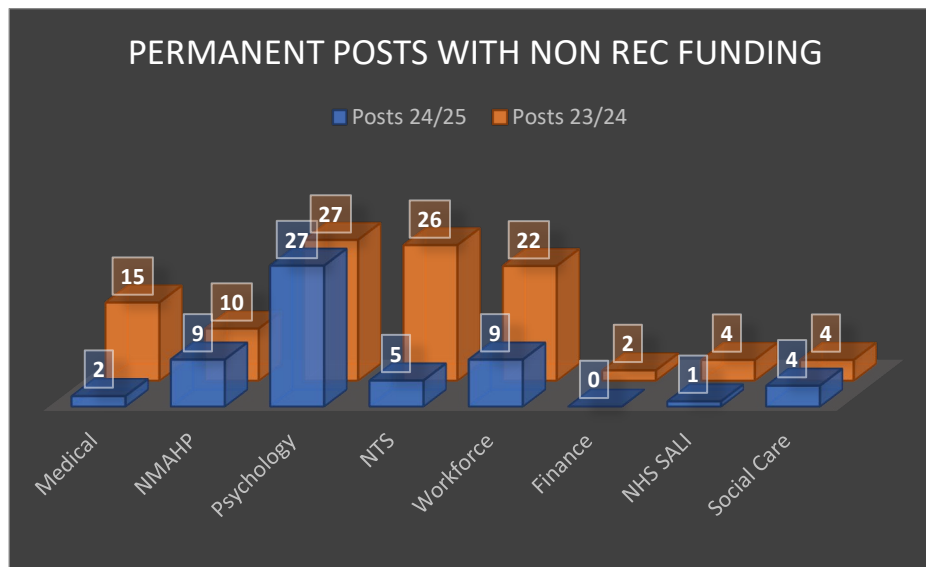
Appendix 1 – Year End Position by Directorate

Directorate	Full Year			P2 Variance	Monthly Movement
	Budget	Outturn	Variance Under/(Over)		
	£000s	£000s	£000s	£000s	£000s
Quality Management	2,055	2,045	**10**	6	4
Medical ACT and Academic	148,899	148,895	**4**	4	0
Medical Directorate Support	9,342	9,403	**(61)**	(62)	1
Training Programme Management excl. MTG	27,163	27,211	**(48)**	0	(48)
Professional Development	8,137	8,141	**(4)**	0	(4)
Pharmacy	17,736	17,764	**(28)**	0	(28)
Healthcare Sciences	4,160	4,135	**25**	36	(11)
Medical Total	**217,492**	**217,594**	**(102)**	**(16)**	**(86)**
Dental	57,697	57,095	**602**	105	497
NMAHP	19,220	19,164	**56**	0	56
Psychology	49,788	49,788	**0**	0	0
Optometry	2,244	2,220	**24**	0	24
NHS Scotland Academy, Learning & Innovation	11,836	11,776	**60**	1	59
Social Care	2,036	2,019	**17**	1	16
NTS	31,978	31,914	**64**	49	15
Workforce	9,029	9,029	**0**	(12)	12
Finance	3,967	4,049	**(82)**	(23)	(59)
Properties & Facilities Mgmt	4,511	4,514	**(3)**	(77)	74
Planning	3,743	3,726	**17**	19	(2)
Net Provisions	17,118	18,914	**(1,796)**	(0)	(1,796)
NES Total (excl. MTG)	**430,659**	**431,802**	**(1,143)**	**47**	**(1,189)**
MTG Salaries	439,693	439,693	**0**	0	0
NES Total (incl. MTG)	**870,352**	**871,495**	**(1,143)**	**47**	**(1,189)**

Appendix 2 – SG In Year Funding Received 2025/26

Funding	Recurrent	Earmarked	Non Recurrent	Total	Total split by:		Risk Rating
					Received	Outstanding	
	£000s	£000s	£000s	£000s	£000s	£000s	
Baseline budget	648,875			648,875	648,875	0	
24/25 Recurring Allocations Adj to Baseline	113,025			113,025	111,305	1,720	
Original budget	**761,900**	**0**	**0**	**761,900**	**760,180**	**1,720**	
Anticipated pay award AfC	3,789	0	0	3,789	0	3,789	3
Anticipated pay award M&D Consultants	0	0	0	0	0	0	0
Anticipated pay award Resident Doctors	0	0	0	0	0	0	0
Anticipated pay award Exec	0	0	0	0	0	0	0
NI increase 60%	5,163	0	0	5,163	5,163	0	0
Sustainability Fund	4,818	0	0	4,818	4,818	0	0
Nursing & Midwifery Education	0	0	558	558	558	0	0
Dental ACT Levy	0	0	(888)	(888)	0	(888)	3
Vocational Training Grant Rate	603	0	0	603	603	0	0
Digital Enabled Workforce	0	0	831	831	831	0	0
Digital PDP	0	0	2,500	2,500	0	2,500	2
Pharmacy Trainees	0	7,533	120	7,653	0	7,653	3
Pharmacy Non Global Sum	0	(34)	605	571	571	0	0
Pharmacy clinical supervision and IP/CS places	0	(93)	1,025	932	932	0	0
Medical ACT	7,393	0	978	8,371	7,393	978	2
MEP Gap including Widening Access & ScotGEM	0	2,113	0	2,113	0	2,113	0
Medical Training Grades & Expansions	15,598	0	214	15,813	15,598	214	0
Primary Care	0	0	1,707	1,707	1,707	0	0
Remote & Rural Centre for Helath & Social Care	0	0	1,169	1,169	1,169	0	0
Mental Health	23,896	0	7,765	31,661	31,661	0	0
Vocational Training Additionality	0	0	710	710	710	0	0
Digital Front Door	0	0	12,000	12,000	4,000	8,000	2
Vaccinations	0	0	1,937	1,937	1,937	0	0
Other allocations (under £500k)	853	423	6,276	7,552	4,535	3,017	
Total in-Year allocations	**62,114**	**9,942**	**37,507**	**109,563**	**82,187**	**27,376**	
Total Revenue Allocation	**824,014**	**9,942**	**37,507**	**871,463**	**842,367**	**29,095**	

Risk Status

1 - Allocation date confirmed	2 - Formal confirmation in writing received	3 - Funding approved in principle	4 - Funding under discussion with SG	5 - No communication with SG

NHS Education for Scotland   **NES/25/54**

Agenda Item: 09b

Meeting Date: 21 August 2025

Public Board

1.   Title of Paper

1.1.   Quarter 1 Delivery Report 2025/26

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 & Transformation

4.   Situation / Purpose of paper

4.1.   This report provides the Board with a Quarter 1 (Q1) update on NES's delivery performance against the deliverables and milestones set out in the 2025/26 NES Annual Delivery Plan (ADP). The report uses BRAG exception reporting to evidence progress and completion status.

4.2.   In addition to the cover paper, the report comprises a 2025/26 Q1 summary progress report (Appendix 1) and a full 2025/26 Q1 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 Planning & Performance Committee (PPC) and Executive Team in advance of the 21 August 2025 Board meeting.

5.2.   As per the PPC Terms of Reference, the Board has delegated oversight and scrutiny of organisational performance to the PPC. The PPC receive quarterly ADP delivery reports in advance of the NES Board and provide feedback, guidance and advice as required.

5.3. The 2025/26 NES ADP was approved for publication by the NES Board on 22 May 2025, whilst recognising that the ADP is a dynamic document that will continue to evolve during the course of the year. Scottish Government (SG) approval for the 2025/26 ADP was received via a formal feedback letter on 4 June 2025. The feedback letter is presented to the Board for noting as part of 21 August 2025 meeting agenda.

5.4. As per the finalisation of the 2024/25 ADP, the NES Sponsorship Team at SG arranged a series of workshops with NES directorates and SG policy colleagues to confirm 2025/26 deliverables and associated funding however following the conclusion of the first workshop in April 2025 SG took the decision to pause the scheduled series to reflect on their format and planned outputs. These workshops have not been rescheduled however ongoing discussion has taken place between NES and SG to confirm ADP deliverables that were previously awaiting funding confirmation.

5.5. Following the announcement by the Cabinet Secretary for Health and Social Care on 17 June 2025 setting out the requirement to form the new NHS Delivery organisation (which NES will become part of along with our partners, NHS National Shared Services), NES remains committed to delivering the priorities set out within the 2025/26 ADP and further updates will continue to be provided via quarterly delivery reports.

5.6. The 2025/26 NES ADP is available to access via the Corporate Publications page of the NES website.

6. Assessment / Key Issues

2025/26 Quarter 1 – Summary of Delivery Position

6.1. The 2025/26 NES ADP comprises 194 deliverables. At the time of Board approval (May 2025), the ADP comprised 156 confirmed deliverables and a further 38 which were dependent on SG funding that was still to be confirmed. During Q1, NES Planning have liaised with directorates to receive an updated position in relation to those deliverables originally categorised as 'subject to funding'. There has been a significant amount of positive movement during Q1 with the number of deliverables still awaiting funding reducing from 38 to 13. Further information regarding 2025/26 ADP changes during Q1 is provided within Table 5 (2025/26 ADP Amendments / pages 12-13).

6.2. At the end of 2025/26 Q1, 164 (**85%**) 2025/26 deliverables have been categorised as either complete or on track to be completed in line with ADP milestones. 28 (**14%**) deliverables are progressing with minor delays and two (**1%**) deliverables are experiencing significant delay. In relation to the 30 deliverables reporting delays, 20% of these (six deliverables) are due to funding issues outwith NES's control. This equates to 3% of the overall 2025/26 ADP deliverable total (194). An overview of 2025/26 Q1 BRAG status is provided in Table 1a (Section A). Tables 2 and 3 (Section B)

summarise the Red and Amber deliverables including any actions being taken to mitigate delays with the aim of bringing these deliverables back on track where possible.

6.3.   As per the previous quarterly delivery reports, this report aims to provide the Board with as much assurance as possible regarding NES's overall delivery position. The report provides additional context regarding any deliverables that are still subject to funding and also highlights whether deliverable delays are within / outwith NES's control. This information is set out within Section C (Table 4 – page 11).

6.4.   The Board will recall that the 2024/25 Q4 Delivery Report set out next steps for deliverables that reported either Red or Amber at 2024/25 year-end. 15 deliverables from the 2024/25 ADP have continued to report progress during 2025/26 Q1 and are enclosed within Appendix 2 as an individual tab within the excel document. 11 out of 15 2024/25 deliverables have either been completed or closed during 2025/26 Q1. The remaining four will continue to report during 2025/26 until completion. An overview of the outstanding 2024/25 deliverable position is provided within Table 6 (page 13).

Section A - 2025/26 Quarter 1 – Delivery Performance Overview

6.5.   Delivery performance at 2025/26 Q1 is summarised in Table 1a.

Table 1a: Summary of deliverable status – 2025/26 Quarter 1

Deliverable Status	Number	Percentage
Blue – complete	5	3%
Red – significant delay	2	1%
Amber – minor delay	28	14%
Green – on track	159	82%
Total	**194**	

6.6.   Appendix 1 provides a summary of 2025/26 ADP delivery and an overview of the Q1 delivery position. This is supported by additional context and detail provided in the later sections of the cover paper. An overview of NES directorate BRAG status at Q1 is shown below in Table 1b. For the Board's information, there have been three directorate name changes since the 2025/26 ADP was approved by the NES Board in May 2025:

   a.   People and Culture (previously Workforce)
   b.   Planning, Performance and Transformation (previously Planning and Corporate Resources)
   c.   Social Care and Communities (previous Social Care)

6.7.   There has also been some movement in directorate ownership of deliverables during Q1 following changes to reporting lines as a result of workstream realignment. The Centre for Workforce Supply now reports into

the Social Care and Communities directorate and a General Practice nursing deliverable has transitioned from Medical to NMAHP.

Table 1b: Summary of NES directorate RAG status – 2025/26 Quarter 1

NES Directorate / Business Area	Total 2025-26 ADP Deliverables	Blue	Red	Amber	Green
Corporate & Quality Improvement	3	-	-	-	3
Dental	21	-	1	3	17
Finance	4	2	-	-	2
Healthcare Science	10	-	-	3	7
Medical	29	-	-	1	28
NHSS Academy, Learning & Innovation	23	-	-	2	21
NMAHP	41	-	-	9	32
NES Technology Service	10	1	1	4	4
Optometry	8	-	-	1	7
People & Culture	10	-	-	-	10
Planning, Performance & Transformation	10	2	-	-	8
Pharmacy	10	-	-	1	9
Psychology	5	-	-	1	4
Social Care & Communities	8	-	-	3	5
Corporate	2	-	-	-	2
Totals	**194**	**5**	**2**	**28**	**159**

Section B - 2025/26 Quarter 1 – Red & Amber Deliverables

Table 2: 2025/26 Quarter 1 position – Red deliverables

2025/26 Quarter 1 – Red Deliverables	
ADP ref	**Summary of 2025/26 Q1 position and next steps**
Dental	
DEN 2025/26 30	The implementation of the Longitudinal Dental Foundation Training (LDFT) programme which was due to commence in September 2025 has had to be postponed until planned commencement in September 2026 due to unachievable timescales to plan and deliver the necessary requirements prior to commencement of training for this programme. The timescales relate specifically to operational considerations that need to be confirmed within Health Boards to manage the changes of posts to LDFT as well as contractual elements and required internal processes completed by NES HR. This deliverable has therefore reported Red at Q1 as the planned milestone has not progressed. All stakeholders have been informed of this decision taken by NES. Further discussions have taken place with key stakeholders during Q1 to implement a plan for this programme to commence delivery in September 2026 provided all contractual elements are in place and uptake from all stakeholders in place prior to recruitment commencing in October 2025.

2025/26 Quarter 1 – Red Deliverables	
ADP ref	**Summary of 2025/26 Q1 position and next steps**
	Revised deliverable wording has been proposed for this deliverable following the decision to postpone the implementation of the LDFT programme until 2026.
NES Technology Service (NTS)	
NTS 2025/26 6	NES's provision of technology support for the national Digital Prescribing and Dispensing Pathways (DPDP) programme continues to be affected by funding delays, particularly in relation to long-term funding. The lack of a multi-year element to DPDP funding has delayed the onboarding of build teams to produce the bespoke DPDP build which has led to the deliverable reporting Red at 2025/26 Q1. A reprioritisation of programme tasks led to a focus in Q1 of rewriting the DPDP implementation and 'Business as Usual' business cases with greater detail and clarity of the associated benefits. The high-level DPDP delivery plan for Scottish Government has also been reworked on the basis of funding that has been secured for 2025/26. Revised milestone wording for the Q2, Q3 and Q4 DPDP milestones has been proposed based on the revised delivery plan. Ongoing discussions are taking place between NTS and the DPDP programme team regarding revised deliverables for 2025/26. Further information to be provided at Q2.

Table 3: 2025/26 Quarter 1 position – Amber deliverables

2025/26 Quarter 1 – Amber Deliverables	
Dental	
DEN 2025/26 12	The deliverable supporting oral health improvement training has reported Amber at Q1 due to delays associated with the ongoing co-design of the new OHIP (Oral Health Improvement Programme) training programme. Further information is provided in Table 5 regarding a proposal to revise the planned milestones for this deliverable in order to complete the development of the new OHIP training programme as per agreed timescales.
DEN 2025/26 23	The deliverable focused on the recruitment of Dental Core and Specialty posts has reported Amber at Q1 due to the current Dental Core Trainee (DCT) fill-rate position. National DCT recruitment took place during Q1 with 70 posts filled. NES recruitment took place for Post Core Training Fellowship posts where six candidates were appointable to fill vacancies for the 2025/26 training year. This gives a DCT fill rate of 76 posts (87%) of the 87 funded posts at the end of 2025/26 Q1. Remaining vacancies will be reviewed with local appointments to training considered for some posts.
DEN 2025/26 28	The deliverable that includes Trainer and Vocational Dental Therapist (VDT) recruitment has reported Amber at Q1 due to the current VDT fill rate. Recruitment to 10 available training places has resulted in a fill

2025/26 Quarter 1 – Amber Deliverables	
	rate of 70% for funded places with three training places remaining unfilled. Further information will be provided at Q2.
Healthcare Science	
HCS 2025/26 9 & 10	Healthcare Science (HCS) have received confirmation of SG funding to support the development of a Levels 2 – 4 framework for HCS specialties (including audiology) during Q1 however the initial funding delays have affected timelines for the recruitment of additional resource to support the framework's development. HCS colleagues are working with NES HR to progress recruitment during Q2, and SG are being kept updated on progress. One member of the NES HCS team has been redirected to commence work on the development of the framework and associated resources however the Board will also wish to note that Table 5 sets out a request for these deliverables to be closed as the Levels 2-4 framework development is primarily being taken forward via NMAHP.
HCS 2025/26 12	Similar to the deliverables above, HCS have received confirmation of SG funding to support the development of a Levels 5-9 education, skills and competencies framework for all Healthcare Science specialties however the initial delay in funding being received has affected planned recruitment timelines for additional resource to support this work. One member of the NES HCS team has been redirected to commence work on the development of the framework and associated resources and SG are being kept updated on progress. Further information to be provided at Q2.
Medical	
MED 2025/26 36	The deliverable focused on Continuing Professional Development (CPD) for GP Practice Managers has reported Amber at Q1 due to delays in the confirmation of SG funding and changes to programme delivery following a review of deliverables in consultation with SG. This has led to a delay in commencing any new programmes in 2025/26 however now that 2025/26 deliverables have been agreed work will progress with the aim of bringing work back on track during Q2.
NHSS Academy, Learning & Innovation (NHSSA, L & I)	
NHSSALI 2025/26 11	The ongoing development of a new approach to educational quality assurance and quality management as part of the NES Learning & Education Quality System (LEQS) has reported Amber at Q1 as planned deliverable milestones are slightly behind schedule. The first Delivery Group test cycle of new Quality Management, Assurance and Enhancement (QMAE) structures and processes has been delayed due to the need for strategic agreement on key definitions, such as the operational meaning and scope of core terms in the Quality Policy e.g. 'commissioning'. This activity is ongoing and remains a strategic priority, with a strong focus on three, six and nine month planning of deliverables to inform resource allocation in the current financial year. Further information will be provided at Q2.
NHSSALI 2025/26 30	NHS Scotland Academy (NHSSA) recruitment processes supporting the delivery of an accelerated programme for micro-suctioning ear care training for Registered Nurses working in Primary and Acute Care have taken longer than anticipated and therefore have not completed during

2025/26 Quarter 1 – Amber Deliverables	
	Q1 as planned. The NHSSA have adjusted the end date of the project by nine months from the end of March 2027 to the end of January 2028 to ensure adequate time for recruitment of both staff and learners. Associated learning design and educational governance processes are complete and the deliverable is projected to report Green at Q2.
NMAHP	
NMAHP 2025/26 14	The Allied Health Professions (AHP) aspect of work to support the NMAHP workforce to comply with regulatory bodies' requirements for quality practice education has reported Amber at Q1. Following on from the 2024/25 deliverable supporting this work, digital support for the development of an ePAD (Electronic Practice Assessment Document) for paramedics is being discussed as part of 2025/26 NES digital prioritisation however final decisions are still to be confirmed. Other delays highlighted in Q1 relate to AHP Board visits which have been delayed due to staff sickness (to now take place in Q3) and also delays to AHP Practice Based Learning (PBL) agreements which are still in the process of being signed following an addendum from the Scottish Directors of AHPs Group (SDHAP). The revised timeline for the PBL agreements is completion by the end of Q2. As a result of these delays this deliverable is projected to report Amber at Q2.
NMAHP 2025526 15	The deliverable focused on the development of a digital indexing system and performance management reporting dashboard has reported Amber at Q1 due to planned milestones being slightly behind schedule, specifically in relation to enhancing the student indexing system for NES however agreement has been reached with the Council of Deans to explore possible opportunities for AHP student indexing. A paper is now in development to define the actions required during future quarters.
NMAHP 2025/26 21	The deliverable focused on supporting the SG Dementia Strategy Delivery Plan via the provision of learning and development opportunities for the health, care and wider workforce who support people with dementia and their families / carers has reported Amber at Q1 as confirmation of SG funding to support 2025/26 delivery is still awaited. Discussions with the associated SG policy team are ongoing in relation to a knowledge gathering exercise carried out at the end of 2024/25 with a view to identifying options for future education provision however the current funding position means this deliverable is projected to remain Amber at Q2.
NMAHP 2025/26 23	The deliverable supporting the development of education resources in relation to Learning Disabilities (LD) has reported Amber at Q1 as confirmation of funding is still awaited from SG. Stakeholder engagement has taken place as planned to scope the learning needs of services. Deliverable projected to report Green at Q2.
NMAHP 2025/26 28	The deliverable focused on supporting learning and development for the workforce in association with the Mental Health (MH) and Wellbeing Workforce Action plan and a review into MH nursing has reported Amber at Q1 as confirmation of SG funding to support 2025/26 delivery is still awaited. The publication of a report and recommendations from the MH nursing review has also been delayed

2025/26 Quarter 1 – Amber Deliverables	
	until the end of June 2025 and an associated implementation group is still to be established. NMAHP colleagues are aware that the report includes a number of recommendations designating NES as either a lead or partner and which align to several existing programmes of work being delivered across the NMAHP directorate.
NMAHP 2025/26 31	The deliverable supporting the building of capacity and capability to enable AHPs to undertake robust workforce planning has reported Amber at Q1 due to an aspect of the Q1 deliverable not being met. In relation to AHP occupational classification indexing, the classification of at least one AHP profession in all Health Boards has not been achieved. The current approach to this work is now under review to define clearer timescales for completion with the aim of bringing this work back on track. As a result, this deliverable is projected to report Green at Q2.
NMAHP 2025/26 37	The deliverable focused on the review of all NMAHP frameworks and subsequent development of standardised principles for future frameworks has reported Amber at Q1 as the planned Q1 deliverable has not been fully completed. However, whilst this specific milestone has not yet been fully met, the overall scope of this work has been broadened to ensure the long-term success of this project. During Q1 a comprehensive planning phase has taken place alongside the successful recruitment of two specialist lead posts supporting this work. A formal governance structure has also been established and remit agreed. In addition, the work has been aligned with the NHSSA, L & I Pathways & Partnerships team and the LEQS programme to ensure coherence with wider strategic priorities across NES and NHS Scotland.

Following this additional groundwork carried out during Q1 it is anticipated that this work will be brought back on track as this deliverable is projected to report Green at Q2. |
| NMAHP 2025/26 39 | The deliverable supporting the implementation and evaluation of a coordinated synchronous dysphagia education programme across Scotland has reported Amber at Q1 as confirmation of SG funding is still awaited. The delay in receiving funding is impacting the planned recruitment of a subject matter expert to take this work forward. Whilst some work has been taken forward during Q1, including agreement of a national set of learning outcomes, the current funding position means this deliverable is projected to report Amber at Q2. |
| NMAHP 2025/26 48 | The deliverable focused on defining a generalist skills set for Band 5 / 6 nurses to support career progression and workforce development has reported Amber at Q1 due to a decision taken in 2024/25 to discontinue funding that supported non-medical endoscopy trainees. While the endoscopy programme exceeded its original target by training 53 practitioners, recent cohorts have struggled to align with operational needs and workforce demand from Health Boards. As a result, NES will support six new trainees in early 2025, with the Centre for Sustainable Delivery agreeing to fund a new cohort in January 2026. This future delivery model will be based on regional workforce |

2025/26 Quarter 1 – Amber Deliverables	
	needs assessments and aims to align more closely with service requirements. As a result of this change in funding, Table 5 sets out a request to revise the milestones associated with this deliverable however the deliverable is currently projected to report Amber again at Q2.
NES Technology Service	
NTS 2025/26 2	The deliverable supporting SG Future Care Planning (FCP) via the development of a viable Hospital Care Plan product has reported Amber at Q1 due to ongoing discussions with the associated SG policy team regarding the future direction of FCP. Further information to be provided at Q2.
NTS 2025/26 4	Delivery of the Digital Front Door (DFD) programme has continued during Q1 with in-depth planning ongoing in support of the initial DFD release including associated Comms activity. Work is also continuing at pace to produce an initial draft of the Full Business Case. Deliverable has reported Amber at Q1 given amount of work to be delivered during 2025/26 and the high profile nature of this project.
NTS 2025/26 11	The deliverable focused on improvements to the timeliness and quality of workforce data has reported Amber at Q1 due to limited dedicated resource being available to focus on work required to transition national eRostering data from an external provider to NES. Paper to be submitted to Director of NES Technology Service outlining current issues and resource required to progress this work. Further information to be provided at Q2.
NTS 2025/26 31	Provision of NES technology support to the Scan for Safety Programme's implementation of the Medical Devices Data Hub system has reported Amber at Q1 due to a delay to the system 'go-live' date. This is as a result of external factors (dependent integrating parties and health board capacity). 'Go-live' now scheduled for mid-July 2025 with further information to be provided at Q2. Table 5 within the cover paper sets out a request to revise the remaining milestones of this deliverable as a result of the delay.
Optometry	
OPT 2025/26 7	Due to staff sickness absence and the need to prioritise work in other areas (Optometry simulation and teach and treat), the deliverable supporting CPD for care delivered under General Ophthalmic Services has been paused. It is hoped that work will resume during Quarters 2 and 3 once staffing has stabilised. Further information to be provided at Q2.
Pharmacy	
PHARM 2025/26 6	The deliverable focused on the delivery of a programme of independent prescribing and clinical skills training for pharmacists in Scotland has reported Amber at Q1 due to the withdrawal of a delivery sub-provider for one of the clinical skills modules. NES Pharmacy are currently working with the main provider (University of Dundee) to increase delivery elsewhere to ensure participant numbers are not affected. Delivery not expected to be impacted significantly and expected to report Green at Q2.

2025/26 Quarter 1 – Amber Deliverables	
Psychology	
PSY 2025/26 4	In response to the Mental Health Strategy 2017-27, NES Psychology colleagues continue to develop a national programme of education and training across a range of multidisciplinary, multi-sectoral areas. This deliverable has reported Amber at Q1 as funding to support this work was not received until June 2025 which has meant that most development plans have remained at scoping and consultation stages. It is anticipated that further development work will commence during Q2 and as a result the deliverable is projected to report Green at Q2.
Social Care and Communities	
SC 2025/26 2	Ongoing interdependencies between the Involving People and Communities workstream and other Learning & Education Quality System (LEQS) workstreams mean that the IPC deliverable has reported Amber at Q1 as the planned deliverable to launch the IPC framework has not been met. However, as part of the wider LEQS approach the framework has been tested and refined and plans are underway to invite a single NES directorate to undertake further testing whilst an associated IPC remuneration policy is progressed through the NES Executive Team for final approval. Further information to be provided at Q2.
WF 2025/26 4	The Centre for Workforce Supply (CWS Health) deliverable has reported Amber at Q1 as SG are yet to sign off the proposed CWS Health delivery plan for 2025/26 resulting in a lack of clarity around priority areas and associated activities / deliverables. Work continues to be delivered across data and workforce planning, marketing and individual professions (Medical and NMAHP) however further clarity from SG regarding other 2025/26 activity is awaited. Further information will be provided at Q2 however this deliverable is projected to report Amber at the next quarter.
WF 2025/26 5	The Centre for Workforce Supply (Social Care) deliverable has reported Amber at Q1 as 2025/26 deliverables were not able to be agreed and confirmed with SG until June 2025. Table 5 sets out a request for CWS Social Care deliverable milestones to be revised following changes to SG and NES priorities for 2025/26 with the aim of bringing this work back on track during Q2.
SC 2025/26 14	The deliverable focused on advancing NES's role as a Corporate Parent has reported Amber at Q1 as the planned Q1 deliverable is slightly behind schedule. A Corporate Parenting Champions Group has been convened, and an associated action plan is being developed however this work has been paused in light of the NHS Delivery announcement. Further information to be provided at Q2 however this deliverable is projected to remain Amber.

Section C – Deliverables affected by funding delays at 2025/26 Q1

6.8. Table 4 provides an overview of deliverables affected by funding delays at 2025/26 Q1. For the Board's information, the number of deliverables affected by funding delays has reduced from 38 to 13 during Q1. Within Appendix 3, notes have been added to individual deliverables to indicate where they were previously categorised as 'Subject to Funding' and funding has now been received.

Table 4: Deliverables affected by funding delays at Quarter 1

2025/26 Quarter 1	
ADP ref	**Summary of funding situation and next steps (if known)**
Medical	
MED 2025/26 41	Funding to support the development, delivery and evaluation of a hybrid educational programme for organisational safety investigators and learning reviewers across Health Boards / Scottish Social Services Council is still awaited however the Q1 milestone has been completed. Further information regarding this deliverable's funding position will be provided at Q2.
NHSSA, L & I	
NHSSALI 2025/26 1	Formal confirmation of SG funding to support NES's Digital Learning Infrastructure (previously TURAS Refresh) is still awaited however the development of the Full Business Case is ongoing and a team of technical experts is now in place to support this work.
NMAHP	
x9 deliverables	Nine NMAHP deliverables are still awaiting confirmation of SG funding. Delivery has progressed in some areas as planned however delays are affecting planned recruitment within one deliverable (NMAHP 39 / dysphagia). Further information to be provided at Q2.
NES Technology Service	
NTS 2025/26 6	Technology support to the DPDP programme continues to be affected by a lack of multi-year funding, which in turn affects NES's ability to recruit staff to support the bespoke DPDP build. Ongoing discussions taking place between NES and DPDP programme team with the aim of developing a revised set of milestones based on the current delivery position.
Pharmacy	
PHARM 2025/26 2	Formal confirmation of SG funding to support the delivery of the 1-year Pharmacy Foundation Training Year is still awaited however activity has been delivered as planned during Q1. Informal discussions with SG have indicated that formal confirmation of funding for this deliverable may be received during Q2.
Social Care & Communities	
WF 2025/26 5	2025/26 deliverables for CWS (Social Care) agreed with SG in June 2025 however formal confirmation of funding is still awaited. The delay in agreeing 2025/26 deliverables has meant this deliverable has reported Amber at Q1. Revised milestones have been proposed for this deliverable within Table 5 following changes to SG and NES priorities.

6.9.   Table 5 sets out changes and refinements to the 2025/26 ADP identified during Q1 as a result of ongoing changes within our operating environment and the fluid nature of certain aspects of our work. The following amendments have been reviewed and approved by the NES Executive Team. An updated version of the 2025/26 ADP will be uploaded onto the NES website after the 21 August 2025 Board meeting.

Table 5: Amendments to the 2025/26 NES ADP – Quarter 1

2025/26 ADP Deliverable	Amendment Detail
Dental	
DEN 2025/26 12	Amendments to the Q2, Q3 and Q4 milestones have been proposed for the deliverable supporting oral health improvement training. This is due to staff time needing to be directed specifically on ongoing co-design work to develop the new Oral Health Improvement Programme (OHIP) training programme.
DEN 2025/26 13	Minor amendment proposed to Q4 milestone for deliverable supporting the review and publication of Scottish Dental Clinical Effectiveness Programme guidance (to reflect slight change to original workplan for Antibiotic Prophylaxis implementation advice).
DEN 2025/26 30	Further to the update provided in Table 2, revised deliverable wording for the implementation of the Longitudinal Dental Foundation Training (LDFT) programme has been proposed to support commencement of this programme in September 2026. Milestones to be developed and agreed during Q2.
Healthcare Science	
HCS 2025/26 9 & 10	Request to close these deliverables as work to develop the Levels 2–4 framework is primarily being led by NMAHP. Healthcare Science will continue to have oversight of work in relation to progress and will work closely with NMAHP colleagues as required.
HCS 2025/26 12	Request to update deliverable and milestone wording following receipt of funding to deliver one-year commission to develop Levels 5-9 education, skills and competencies framework for Healthcare Science specialties.
Medical	
MED 2025/26 18	Minor amend requested to Q2 milestone to reflect agreed delivery plan for NES's support to the UK-wide Rural and Remote Credential Programme.
NHSS Academy, Learning and Innovation	
NHSSALI 2025/26 (TBC)	Notification of new NHS Scotland Academy deliverable supporting the Cataract Immersion Training Programme (to be added to NES 2025/26 ADP from Q2.
NMAHP	
NMAHP 2025/26 3	Request to amend deliverable and milestone wording for Family Nurse Partnership deliverable.
NMAHP 2025/26 48	Request to amend deliverable and milestone focus of deliverable supporting endoscopy / cystoscopy workforce following 2024/25 decision to discontinue endoscopy programme funding.

NES Technology Service	
NTS 2025/26 6	Further to the update provided in Table 2, revised deliverable wording for the DPDP programme has been proposed however this is subject to ongoing discussion between NES and the DPDP programme team. Further information to be provided at Q2.
NTS 2025/26 31	Request to amend milestones supporting Scan for Safety Programme via implementation of Medical Devices Data Hub system following delays to planned 'go-live' date as a result of external factors.
People and Culture	
WF 2025/26 2	Request to amend deliverable supporting NES Workforce Planning (WP) due to delays in receipt of SG feedback and updated WP Planning guidance.
Pharmacy	
PHARM 2025/26 4	Minor amends to deliverable milestones supporting Post Registration Foundation Pharmacists to accurately reflect NES's role in this work.
Planning, Performance and Transformation	
PCR 2025/26 11 and 13	Request to stand down two deliverables as a result of the NHS Delivery announcement.
PPT 2025/26 TBC	Request to add new deliverable supporting transition into NHS Delivery organisation (milestones to be agreed once further information received from NHS Delivery project team)
Social Care and Communities	
WF 2025/26 5	Request to amend Centre for Workforce (Social Care) deliverable milestones following agreement of 2025/26 delivery with SG.
SC & C TBC	Request to add new ADP deliverable following receipt of SG funding to support development of Community Link Worker and Social Prescribing Knowledge and Skills Framework.

Section E – Outstanding 2024/25 ADP deliverables

Table 6: Overall position for remaining 2024/25 ADP deliverables

6.10.   Table 6 sets provides an overview of 2024/25 ADP deliverables that continue to report progress during 2025/26. 11 out of the 15 deliverables have either completed or been closed during Q1. Further detail is provided within the '2024/25' tab of Appendix 2.

NES Directorate / Business Area	Total 2024/25 ADP Deliverables	Blue	Red	Amber	Green	Closed
Dental	1	-	-	1	-	-
Finance	1	-	-	-	-	1
Medical	3	2	-	1	-	-
NMAHP	4	1	-	-	1	2
NES Technology Service	4	1	-	-	-	3
Pharmacy	2	1	-	1	-	-
Totals	15	5	-	3	1	6

6.11.   There have been a number of achievements during Q1 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.

6.12.   To support the delivery of our **People** strategic theme objectives, the following has been achieved during Q1:

   a.   The embedding of Value Based Health and Care (VBH&C) principles into early professional education has taken a significant step forward during Q1 with the sharing of resources with Higher Education Institutions (HEIs) to support integration into the curricula. VBH&C teaching sessions were also successfully delivered to MSc Integrated Care students at the University of the West of Scotland and the University of Edinburgh.
   b.   A wide range of delivery activity in support of the NHS Scotland Careers website including profession-specific careers events, publication of case studies, plans for website innovation using AI and stakeholder engagement with GPs to gather information for a new GP section on the website.
   c.   NES as an Anchors institution: Report supporting the first phase of 'Earn as You Learn' work (Skills for Health & Social Care: Scoping Earn as You Learn Pathways) was signed off by the Scottish Government Anchors Strategic Workforce Group and positive feedback received from partners.

6.13.   To support the delivery of our **Partnerships** strategic theme objectives, the following has been achieved during Q1:

   d.   NES continues to develop and advance its approach to addressing Health Inequalities via the cross-directorate Health Inequalities Group and work being led by the Specialist Lead. Collaboration opportunities are also being explored with Public Health Scotland (PHS) and Healthcare Improvement Scotland.
   e.   Positive feedback received from stakeholders following the launch of the Social Care Career Options tool in April 2025. This online tool is designed to support people who are looking to learn more about working in the Scottish Social Care sector and is aimed both at those who are looking to progress their existing career, and those who are completely new to the sector.
   f.   Over 2,700 users accessed the NHS Scotland Academy 'Preparing for Work in Health and Social Care' digital resource on TURAS Learn. This resource was originally commissioned by Scottish Government in 2021 to accelerate on-boarding to help ease winter pressures however it has far exceeded its original and ongoing deliverable targets.

6.14.   To support the delivery of our **Performance** strategic theme objectives, the following has been achieved during Q1:

g. The Scottish Online Appraiser Resource (SOAR) is now available for use as the primary revalidation tool by Medical Associate Professions (MAPs) in line with new General Medical Council (GMC) registration requirements.

h. In relation to NES technology operations, the move into our new Glasgow office space (177 Bothwell Street) during Q1 included the successful migration of our Datacentre which will provide a more efficient use of energy and consequent reduction in carbon emissions.

Section G – Risk Management

6.15.   The two red deliverables reported at 2024/25 Q1 have been reviewed against the NES Corporate Risk Register. The delays reported at Q1 can be broadly aligned with the impact of ongoing financial pressures (SR9) and staff resourcing (SR13). Mitigating actions continue to in place and further information in relation to these risk areas is provided within the quarterly risk report.

Section H – Equality Impact Assessments (EQIA)

6.16.   An EQIA was undertaken collectively for the 2025/26 ADP and Financial Plan.

7. Recommendations

7.1.   The Board is asked to approve the Quarter 1 Delivery 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

AS
August 2025
NES

Annual Delivery Plan (ADP) Summary Progress Report (2025/26 – Quarter 1)

Aim: To provide an overview of progress and highlight key achievements, delays and risks in relation to delivery of the 2025/26 NES ADP.

Delivery Status at 30 June 2025 (Quarter 1)

- **85% of deliverables** are completed or on target to be completed in line with ADP milestones at the end of Quarter 1 (Q1) and a further **14%** progressing with minor delays.
- **1% of deliverables** are experiencing significant delay. Mitigating actions are in place to bring deliverables back on track where possible.
- The position at 2025/26 Q1 indicates a slightly lower proportion of red deliverables in comparison to previous years which may be due to funding being confirmed at an earlier point in the performance year.

	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26
Status				
Complete	5			
On Track	159			
Minor Delay	28			
Significant Delay	2			
Closed	-			
Total Deliverables	**194**			

% of on target / completed deliverables, by Quarter, 2020/21 – 2025/26
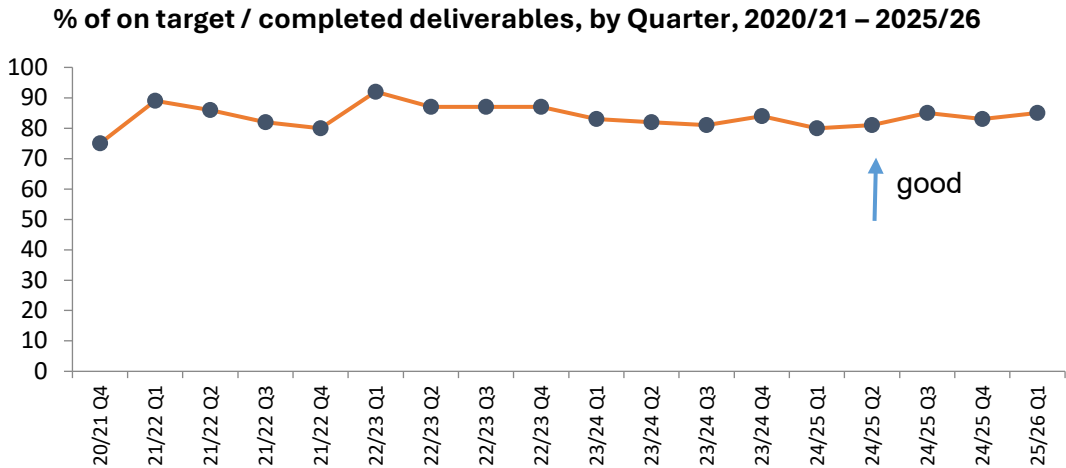
Key Achievements (Individual ADP milestone references shown in brackets)

- Positive progress made during Q1 regarding the embedding of Value Based Health and Care principles into early professional education. (**WF 2025/26 12**)
- Scottish Online Appraiser Resource (SOAR) now available for use as primary revalidation tool by Medical Associate Professions (MAPs). (**MED 2025/26 2**)
- Wide range of delivery activity in support of the NHS Scotland Careers website including careers events, case studies, website innovation and stakeholder engagement (**WF 2025/26 10**)
- NES as an Anchors institution: Skills for Health & Social Care: Scoping Earn as You Learn Pathways report signed off by SG and positive feedback received from partners (**COR 2025/26 2**)
- Breastfeeding Friendly Scotland eLearning module launched in support of workforce who have contact with mothers and babies to help protect, promote and support breastfeeding (**NMAHP 2025/26 4**)
- Collaboration opportunities being explored with Public Health Scotland and Healthcare Improvement Scotland in relation to Health Inequalities work (**SC 2025/26 3**)
- Positive feedback received from stakeholders following launch of Social Care Careers Options Tool which aims to support more people to join and stay in the social care sector (**SC 2025/26 5**)
- NES Research and Innovation Plan approved by NES Board (**NHSSALI 2025/26 15**)
- Over 2,700 users accessed the NHS Scotland Academy 'Preparing for Work in Health and Social Care' digital resource, far exceeding deliverable targets (**NHSSALI 2025/26 24**)
- Successful move into our new Glasgow office space included migration of datacentre which will provide a more efficient use of energy and reduce in carbon emissions (**FIN 2025/26 4**)

Delays and associated impact

Of the two red and 28 amber deliverables identified at 2025/26 Q1, the majority have mitigating actions in place. Progress in Quarter 2 aims to bring the majority of deliverables back on track. The impact of the transition to the new NHS Delivery organisation will be monitored alongside 2025/26 delivery.

Corporate Risks Affecting Delivery

The **two** 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).

2 Red Deliverables

Summary of Q1 position and next steps
The Longitudinal Dental Foundation Programme which was due to commence in September 2025 has had to be postponed until September 2026 due to unachievable timescales to plan and deliver the necessary requirements prior to commencement of training for this programme. The decision to postpone was taken by NES and all stakeholders have been informed.   Revised deliverable wording has been provided for this deliverable following the decision to postpone and progress will continue to be reported via the quarterly delivery reports.
The national Digital Prescribing and Dispensing Pathways (DPDP) programme continues to be affected by funding delays, particularly in relation to long-term funding which in turn affects recruitment and delivery timelines.   A reprioritisation exercise has taken place during Q1 which has led to a reworking of the delivery plan in consultation with Scottish Government. As a result, revised deliverables are in the process of being agreed for DPDP during 2025/26. Further information will be provided at Q2.

28 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 e.g. • recruitment to posts supporting deliverable work • commencement of programmes • development of resources Funding discontinued for individual programmes e.g non-medical endoscopy trainees
External factors	Other external circumstances / factors e.g. • NHS Delivery announcement • Discussions with Scottish Government resulting in changes to delivery plans • delays in work due to be carried out by external suppliers • change in training delivery sub-provider (Pharmacy) • lower than expected recruitment positions (Dental)

28 Amber Deliverables - overview

Issues / Decisions within NES	
Capacity	Capacity constraints (including resource availability and staff absence) / work contingent on other NES processes
Technical issues	Technical complexities associated with individual deliverables
Planning and delivery	Individual aspects of milestones taking longer than originally expected / planned Changes to deliverable scope

Mitigating Actions
Ongoing communication / discussions with SG colleagues to gain clarity re funding delays or changes to commissions / delivery plans - NES Planning working with directorates as required to track delays with any issues to be reported to the Planning & Performance Committee and Board as needed
Amendments to deliverable / milestone wording as a result of funding decisions or changes within our operating environment
Focused work / planning in Q2 to bring deliverables back on track (within NES and / or with partners and stakeholders as appropriate)
Within NES, alignment to other workstreams / teams to ensure coherence with wider strategic priorities (across both NES and NHS Scotland)

NHS Education for Scotland   NES/25/55

Agenda Item: 9c

Meeting Date: 21 August 2025

NES Public Board

1.   Title of Paper

1.1   Quarter 1 Strategic Risk Update

2.   Author(s) of Paper

2.1   Rob Coward, Principal Educator, Planning & Corporate Resources
        Debbie Lewsley, Risk Manager, Planning & Corporate Resources

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 Quarter 1 Strategic
        Risk Update for 2025/26 for review and approval.

5.   Background and Governance Route to Meeting

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

5.2   Strategic Risks that relate to individual Board Governance Committees'
        remitted responsibilities are presented quarterly. This allows for
        consideration of the degree of assurance that the individual risks are being
        effectively managed by the mitigating controls and planned actions identified.

6.   Assessment/Key Issues

6.1   NES Strategic Risk Register

6.1.1   The Strategic Risk Register (summary Appendix 1, detail Appendix 2) has been subject to a recent review by the Executive Team and individual risk owners. Within the last reporting period there has been no new or escalated risk added to the Strategic Risk Log, however, there has been significant movement to the scoring of the majority of risks in response to the announcement from Scottish Government for NES to come together with NHS National Services Scotland to create a new organisation.

6.1.2   **Strategic Risk 1** (relating to NES's Strategic Plan not aligning with the evolving needs and expectations of stakeholders). The net likelihood rating has been increased due to the effect that the Scottish Government announcement has had on the risk. NES will develop its 2026/27 Annual Delivery Plan aligning it with the current NES Strategy to ensure that the new organisation can take forward development of its own strategy, while ensuring NES statutory functions are delivered to meet stakeholder needs and requirements. This assessment has resulted in the overall net risk rating being increased from 9 to 12 with the risk continuing to sit within the agreed Board appetite.

6.1.3   **Strategic Risk 3** (relating to the failure to recruit and retain sufficiently experienced and knowledgeable people to the Board, Executive team and senior management). The net likelihood rating has been increased due to the current position on fixed term contracts and the potential of NES not being able to secure roles that could impact on delivery. This assessment has resulted in the overall net risk rating being increased from 8 to 16. The risk continues to sit within the agreed Board appetite; however, the overall control rating has changed from effective to acceptable, with the new Board structure being coordinated through the Scottish Government led project team.

6.1.4   **Strategic Risk 4** – (relating to NES staff becoming disengaged). The net likelihood rating has been increased as a consequence of the Scottish Government announcement. This has resulted in the overall net risk rating being increased from 6 to 12, the risk continues to sit within the agreed Board appetite, However, additional actions have been identified to support in the mitigation of the risk including the establishment of the CEO Staff Drop in sessions and Employee Director Surgeries.

6.1.5   **Strategic Risk 5** – (relating to NES not putting in place adequate corporate infrastructure to support the Transformation Route Map). The net likelihood rating has been increased due to the potential of having to redirect resources to support in the establishment of the new organisation. This assessment has resulted in the overall net risk rating being increased from 9 to 12, the risk continues to sit within the agreed Board appetite however, actions have been identified that will help to further mitigate the risk.

6.1.6   **Strategic Risk 9** – (relating to NES not putting sufficient measures in place to address ongoing cost and funding pressures leading to misalignment with Scottish Government priorities and expectations). The net likelihood rating has been increased due to the ministerial decision for a short term lease for Westport and the recent confirmation of the lower than expected funding for the Employers National Increase. This assessment has resulted in the overall net risk rating being increased from 8 to 12. Discussions are ongoing with Scottish Government and the Digital Health and Social Care Finance team to support the mitigation of this risk.

6.1.7   **Strategic Risk 10** – (relating to the failure to adequately anticipate and mitigate the impacts of policy, legislative, economic, technological and societal change). The net likelihood rating has been increased given the announcement of the formation of NHS Delivery and the full extent of the scope and scale of the new organisation and the responsibility it will have not yet known. However, the ambitious direction set out within the Service Renewal Framework published by Scottish Government highlights the significant potential scope, engagement in the coming months as the project develops will be crucial in supporting the transition. This assessment has resulted in the overall net risk rating being increased from 12 to 16, with the risk continuing to sit within the agreed Board appetite. However, the overall control rating has changed from effective to acceptable, with additional actions identified to support the mitigation of the risk.

6.1.8   **Strategic Risk 11** – (relating to poor learning outcomes and learning experience for our stakeholders). The net likelihood risk score has been increased due to the uncertainty of the timing of the relocation of Westport and the potential impact this could have on access and quality of training facilities. This assessment has resulted in the overall net risk rating being increased from 9 to 12, the risk continues to sit within the agreed Board appetite. An additional action of scoping of alternative training venues has been identified to support in the mitigation of this risk materialising. The risk will continue to be reviewed with the potential of being reduced when final plans are in place.

6.1.9   **Strategic Risk 13** – (relating to the failure to recruit sufficient number of appropriately skilled and experience staff within NES). The net likelihood rating has been increased in relation to the recent announcement and the current position on fixed term contracts and the potential of NES not being able to secure roles that could impact on delivery. All Directors are currently undertaking a review of temporary staffing arrangements within their areas with a view to providing clarity for affective staff in a timely manner. This assessment has resulted in the overall net risk rating being increased from 8 to 16, the risk continues to sit within the agreed Board appetite, however, the overall control rating has changed from effective to acceptable.

6.1.10   **Strategic Risk 14** – (relating to inadequate Board Governance, systems, processes and the scrutiny of them). The net likelihood rating has been increased due to the volatility of the external environment. This assessment has resulted in the overall net risk rating being increased from 4 to 6, the risk

now sits outwith the agreed Board appetite for risks in the Governance category. Additional actions have been identified to support in the mitigation of the risk.

6.1.11 **Strategic Risk 16** – (relating to the inability to meet core responsibilities and objectives due to HR Performance). The net likelihood rating has been decreased due to the programme delivery processing well in line with the intended 3, 6 & 9 month deliverables. This assessment has resulted in the overall net risk rating being decreased from 15 to 12, with the risk continuing to sit within the agreed Board appetite. Additional actions have been identified to support the mitigation of the risk and the overall control effectiveness.

6.1.12 Following an ask by the NES Board consideration has been given by the risk owner to Strategic Risk 6 (relating to the failure to develop and maintain adequate Business Continuity arrangements to deal with the risk of adverse events and threats) to ascertain if the mitigating controls in place support the reduction of the net risk rating and bring the risk within Board Appetite. It was determined that the risk owner is content that the current risk rating should remain the same until the outstanding action is taken forward. It is anticipated that this will be completed by the end of September 2025 where the risk will be reviewed and further consideration will be giving to bring the risk into Board Appetite.

6.1.13 All other Strategic Risks have been reviewed, and additional controls and actions have been added where appropriate to support with the mitigation of individual risks, with updates on actions recorded.

6.1.14 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 Very High rating and a decrease within the Medium and Low ratings during this reporting period. This reflects the increase of the net risk ratings to Strategic Risks 1, 3, 4, 5, 9, 10,11, 13 and 14. 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

6.2.1 Presently 37.5% 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.

6.2.2 Within this reporting period there has been an increase in the percentage of risks sitting outwith appetite, this is a result of the increase of the net scoring of Strategic Risk 14 which now sits outwith appetite. Strategic Risks 2 and 9 that are aligned to the Financial category, will continue to sit outwith Board

Appetite for the foreseeable future due to the financial impact they would have if they materialised, with potential of the mitigating controls reducing the gap in appetite.

6.3   Strategic Risks Overall Control Rating

6.3.1   The current overall risk control ratings for each Strategic Risk is shown in Appendix 1. The risks scored as 'Effective' are all within Board Appetite and are scored at a medium or low risk rating. The risks scored as 'Acceptable' are either outwith the Board Appetite or scored at a high risk rating of 15 and above and have key mitigating actions to improve the control environment either underway or planned. With the exception of Strategic Risk 16, with the decrease in the net risk rating the overall control rating has changed from 'Ineffective' to 'Acceptable', however, there still remains some challenges that impact the overall effectiveness. Work continues to address these gaps to ensure the department operates at its full potential to support the organisations evolving needs and the mitigations of the risk.

6.4   Emerging Strategic Risks

6.4.1   At the Executive Team Risk Deep Dive Session on the 28th July 2025, three emerging strategic risks were identified and discussed. The Executive Team approved and recommended that the following risks should be included in the NES Strategic Risk Register –

- NHS Delivery
- Business Systems Replacement Programme
- Lead Employer Model

6.4.2   These risks are currently being fully assessed, controls and actions identified and will then be shared with the Audit & Risk Committee by correspondence for final approval prior to being included in the NES Strategic Risk Register.

6.4.3   The Executive Team also proposed a change of wording to the titles of Strategic Risks 2, 5 & 13 to reflect the current risks profile, these will also be shared with the Audit & Risk Committee for approval.

7.   Recommendations

The NES Board is invited to:

7.1   To review and approve NES Strategic Risk Q1 update and provide any feedback as appropriate.

7.2   To note that a verbal update on the merging new Strategic Risks will be provided at the meeting

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: July 2025
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	Overall Control Assurance
SR1	NES Strategic Plan does not align with the evolving needs and expectations of stakeholders	19/04/2023	01/10/2025	15	12	Strategic	12-16		Effective
SR2	Disproportionate amount of non-recurrent funding, without conversion to recurrent funding	19/04/2023	04/09/2025	20	8	Finance	1-5	Gap 3	Acceptable
SR3	Failure to recruit and retain sufficiently experienced and knowledgeable people to the Board, Executive Team and senior management establishment	19/04/2023	01/10/2025	16	16	People/Workforce	12-16		Acceptable
SR4	NES staff become disengaged	19/04/2023	01/10/2025	16	12	People/Workforce	12-16		Effective
SR5	NES does not put in place an adequate corporate infrastructure to support the Transformation Route Map.	19/04/2023	01/10/2025	16	12	People/Workforce	12-16		Effective
SR6	Failure to develop and maintain adequate Business Continuity arrangements to deal with the risk of adverse events and threats	19/04/2023	11/09/2025	16	9	Governance	1-5	Gap 4	Acceptable
SR7	Failure to put in place measures to adequately protect against breaches of cyber security	19/04/2023	11/09/2025	20	15	Governance	1-5	Gap 10	Acceptable
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	01/06/2025	20	8	Operational	12-16		Effective
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	04/09/2025	25	12	Finance	1-5	Gap 7	Acceptable
SR10	Failure to adequately anticipate and mitigate the impacts of policy, legislative, economic, technological and societal change	19/04/2023	05/10/2025	12	16	Strategic	12-16		Acceptable
SR11	Poor learning outcomes and learning experience for our stakeholders	19/04/2023	01/09/2025	16	12	Operational	12-16		Effective
SR12	Insufficient investment in TURAS Learn and other NES learning platforms.	19/04/2023	11/09/2025	20	15	Operational	12-16		Acceptable
SR13	Failure to recruit sufficient number of appropriately skilled and experienced staff within NES.	19/04/2023	01/10/2025	12	16	People/Workforce	12-16		Acceptable
SR14	Inadequate Board governance, systems, processes and scrutiny of them.	19/04/2023	01/10/2025	15	6	Governance	1-5	Gap 1	Acceptable
SR15	NES is not an evidence based data driven organisation, lacking intelligence and insights from its Information Assets.	14/12/2023	11/09/2025	12	6	Governance	1-5	Gap 1	Acceptable
SR16	Inability to meet core responsibilities and objectives due to HR Performance.	03/12/2024	06/10/2025	20	12	People/Workforce	12-16		Acceptable

NHS Education for Scotland

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:	**01/10/2025**
		Frequency of Review:	**Quarterly**
		Committee/Group overseeing	**Planning & Performance Committee**
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
03/03/2025	9	Medium		Open	12-16	
03/07/2025	12	High	⇧			
	-					
	-					
	-					

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

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

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

Existing control rating:	**Effective**

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
	In light of the Scottish Government announcement to bring together NES and NSS and potentially other national functions into a new organisation NES will develop its 2026/27 Annual Delivery Plan aligning with the current NES Strategy (development to be stopped) to ensure that the new organisation can take forward development of its own strategy while ensuring NES statutory functions are delivered to meet stakeholder needs and requirements.

	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:	Effectiveness:	Actions:	Due Date:
1. Revised NES Strategic Plan clearly articulates the importance of education and training to a sustainable workforce and has been widely consulted upon	Effective - Consultation report and approval recorded in minutes. Associated Strategic KPIs	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. ADP 2025/26 In draft and 1st submission sent to Scottish Government - awaiting feedback Update July - ADP 2025/26 approved by Scottish Government and NES Board, delivery underway	Ongoing Ongoing Yearly Submission
2. Annual Operating Plan, incorporating desired outcomes, forms the baseline for organisational activities	Effective - Approved by Exec Team and shared with NES Board and recorded in minutes.KPIs	3. Ongoing SG engagement and commissions to NES for social care workforce education and training	Ongoing
3. Development of focused communications to support management of stakeholder expectation in relation to NES capacity to deliver and support new systems development.	Effective - Communication Strategies and associated Action Plans.	4. 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. Update Dec 2024 - Analysis of the Stakeholder Survey 2024 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 was presented to the November NES Board which highlighted the analysis and consequent action plan, including the need to: improve communications, create a consistency and cohesion of branding, develop a once for NES approach to communications and marketing and monitor and evaluate progress. Update March 2025 - NPS survey to go to stakeholders in Quarter 1. Update July 2025 - NES Comms activities will be coordinated with the establishment of the new organisation that integrates NES and NSS into a new National Board, NHS Delivery. It has been agreed that the planned NPS Survery in Q2 will not go ahead due to the aforementioned announcement.	30/09/2025
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.	Effective - Actively monitor trainees progression through their ARCP process.	5. Regular Temperature Checks undertaken to ensure we are meeting the needs of all of our stakeholders. Update July 2025 - NES Comms activities will be coordinated with the establishment of the new organisation that integrates NES and NSS into a new National Board, NHS Delivery. It has been agreed that the planned NPS Survery in Q2 will not go ahead due to the aforementioned announcement.	30/09/2025
5. The implications for NES from the establishment of the National Care Service are discussed with our Sponsor Directorate and Health & Social Care Directorate to allow for forward Planning	Effective - Ongoing discussions with sponsorship team and tripartite group meetings minuted.	6. Agreed approach to meeting the Consumer Duty is being implemented. Update July 2025 - HIS recommended approach for Boards presented to NES Board during development session in April 2025. Agreed to progress in line with NHS service change guidance.	30/09/2025
6. Involving People and Communities Policy Implemented.	Not Tested	7. Communication and Engagement Plan being developed for new NES Strategy 2026 - 31, which will include internal and external stakeholders. Update July 2025 - Following announcement of the establishment of NHS Delivery the NES Strategy Comms and Engagement suspended, however Communication and Engagement Plan developed to support the transition to the new organisation.	30/09/2025

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:	04/09/2025		
		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
04/03/2025	8	Medium		Averse	1-5	
06/06/2025	8	Medium	⇔			
	-					
	-					
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)		Net Impact (1-5)	Net Likelihood (1-5)		Board Risk Appetite v Net Total	
4	5		4	2		Averse	1-5
Gross Total:	20		**Net Total:**	8		Medium	8

Existing control rating: Acceptable

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:	Effectiveness:	Actions:	Due Date:
1. NES Exec Team maintain strong engagement with relevant leads at Scottish Government, as well as with the Sponsorship Team	Effective - Meetings take place fortnightly and quarterly and minuted.	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 Dec 2024 - Allocation letter received in Oct 2024 confirmed £108m will be moved from non-recurrent to baseline in this financial year. Update March 2025 - Scottish Government Deliverable Agreement Workshops scheduled for March/April 2025, these will help to advance discussions on funding. Update June 2025 - Awaiting confirmation from Scottish Government on dates for rescheduling workshops.	30/09/2025
2. Quarterly meetings with Scottish Government Health Finance Team and informal ad hoc meetings weekly.	Effective - Quarterly letter received following meetings.	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	Ongoing
3. 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.	Effective - Minutes of meetings.	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 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. Update Dec 2024 - Further mitigation provided following Deliverable Workshops with SG policy teams, which indicated further conversions to recurrent funding in future years. Update June 2024 - Significant amount £113M already moved to baseline with discussions ongoing for further transfers.	Ongoing
4. Chief Executive and NES Directors maintain links with other UK organisations	Effective - Outcomes of meetings recorded.		
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	Effective - recorded in minutes.		

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:	01/10/2025	
		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
03/03/2025	8	Medium		Open	12-16	
03/07/2025	16	High	⇧			
	-					
	-					
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)		Net Impact (1-5)	Net Likelihood (1-5)		Board Risk Appetite v Net Total	
4	4		4	4		Open	12-16
Gross Total:	16		**Net Total:**	16		High	16

Existing control rating:	**Acceptable**

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:
	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:	Effectiveness:	Actions:	Due Date:
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.	Effective - Process in place including Aspiring Chair Programme. Effective - Data available from recruitment system dependent on recruitment route.	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. Update March 2025 - Paper been developed that will go to the Executive Team in April that outlines streamlining the process with the requirements of our PRP processes and takes account of the National Succession Planning approach. The Succession Planning cycle will mean that by July 2025 we will understand the picture in relation to risk rating. Update July 2025 - The NES Succession Planning Approach for financial year 2025/2026 was approved by Executive Team on 8 April 2025. The approach will align fully with the NES Personal Review and Planning (PRP) period and appraisal systems and utilise the National Succession Planning tools within the Senior Leadership Gateway. The staged processes will result in readiness ratings for each of the roles, enabling areas of risk to be identified and mitigations to be developed by the following report in August. All information to support succession planning will be shared appropriately to support the new organisation.	30/09/2025
3. A programme of executive and senior manager development and succession planning 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. This includes mapping of key roles; a process to identify potential successors; work with potential successors on individual development plans.	Effective - PDP and Annual Reviews.	2. The Non-Executive Board Skills and Experience Matrix is updated on an annual basis. Update Sept 2024 - This is currently being updated. Update Dec 2024 - Annual Update completed October 2024. Update July 2025 - Following the announcement of NHS Delivery being established from 1st April 2026, changes are expected in respect of Board membership. Dissolution of the NES Board and the establishment of the new Board structure will be coordinated through the Scottish Government led project team.	Ongoing
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.	Effective - Minutes of meetings/events attended.	3. Successful appointment of Dental Director and Postgraduate Dean, effective from 1st January 2025. Recruitment process for Director of People and Culture Vacancy in progress. Update Dec 2024 - Recruitment process for Director of People and Culture vacancy to commence 13/01/2025. Update March 2025 - Targeted head hunting for Director of People and Culture ongoing. Update May 2025 - Round 2 of recruitment process for Director of People and Culture progressing. Update June 2025 - Successful appointment of Director of People and Culture with confirmed start date 1st Sept 2025	30/09/2025
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.	Effective - The Non-Executive Board Skills and Experience Matrix		
6. Members are Co-Opted annually to cover and any skills and experience gaps on the EQC and the TIC	Effective - ToR's, membership, committee annual reports and minutes of meetings.		

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:		01/10/2025			
			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
03/03/2025	6	Medium		Open	12-16	
03/07/2025	12	High	⇑			
	-					
	-					
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)		Net Impact (1-5)	Net Likelihood (1-5)		Board Risk Appetite v Net Total	
4	4		3	4		Open	12-16
Gross Total:	16		**Net Total:**	12		**High**	12

Existing control rating:	Effective

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:	Effectiveness:	Actions:	Date Due:
1 - Strong partnership working arrangements in place and maintained through regular contact with the Employee Director and via the Change Management Programme Board.	Effective - Minutes of Partnership Forum and Change Management Programme Board.	1. iMatter action plans by iMatter Teams are completed and submitted annually. Update Dec 2024 - The overall response rate and EEI remained consistently high for NES compared to the 2023 survey results. Our EEI continues to also be the highest across NHS Scotland. Update July 2025 - This year our rate was 90% that is up from 87% last year and our EEI score has stayed the same, Action Plans to be completed by end of August 2025.	Ongoing Yearly Submission
2 - Communication plan to be a key focus on all organisational change projects.	Effective - Plan approval route recorded in minutes.	2. Continue to monitor attendance at monthly directorate townhalls/webinars. Update March 2025 - 358 attended Christmas Webinar (Dec 2024) and 306 attended AI Webinar (March 2025). Update July 2025 - 531 & 414 attended the Westport Relocation Webinars (April 2025), 461 attended Finance/Future Priorities Webinar (April 2025), 367 attended the Transformation update (May 2025) and 182 attended the Health Inequalities Webinar (June 2025). 872 staff attended the June 2025 CEO Briefing re NHS Delivery and 336 attended the CEO Drop in Session in June 2025.	Ongoing
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.	Effective - Townhalls, webinars and talking heads.	3. Increase all staff communications via intranet. Update July 2025 - Staff communications have increased following the NHS Delivery announcement. Weekly CEO drop-ins update staff and gather feedback, while ET Roadshows across NES sites will provide insights to inform decisions.	Ongoing
		4. NES Comms are given the results of the NES biannual inclusion survey to provide feedback and enable appropriate action. Update July 2025 - NES Corporate Communications is collaborating with the E&D Lead to determine how to share the previoius inclusion survey results.	Ongoing
4 - Strong focus on support to line managers through the line managers network.	Effective - Line Managers Handbook - and Line Managers Network	5. Maintain focus through Operational Planning on reasonable expectations of staff in a constrained fiscal environment. Update March 2025 - Ongoing Action Update July 2025 - Focus on expectations now maintained on both fiscal and the uncertain environment.	Ongoing
5 - Organisational priority to complete team action plans resulting from annual iMatter NHS Scotland employee survey exercise.	Effective - Action Plans recorded and progress reported to Board and Governance Committees and recorded in minutes.		
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.	Effective - Monthly all staff communications informing staff of any changes and future events/resources.	6. ET, SIG and SOLG Development Days scheduled for November 2024 and February 2025. Update Dec 2024 - November session taken place, feedback and outcomes of session to be discussed at ET in January 2025. Update March 2025 - Planning session been undertaken and next development session scheduled April 2025. Update July 2025 - Further session taken place on 27th June 2025, with positive feedback received from attendees. Next session scheduled 29th August 2025.	30/09/2025
7 - NES biannual inclusion survey to include communication measure.	Effective - Results of survey shared with ET and Staff Governance Committee and action plans implement including the Anti Racism Plan.	7. Weekly CEO staff drop in session webinars been established for all staff and regular Employee Director surgeries.	30/09/205

STRATEGIC RISK 5

NHS Education for Scotland

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:	01/10/2025		
			Frequency of Review:	Quarterly		
			Committee/Group overseeing	Planning & Performance 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
03/03/2025	9	Medium		Open	12-16	
03/07/2025	12	High	⇧			
	-					
	-					
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)		Net Impact (1-5)	Net Likelihood (1-5)		Board Risk Appetite v Net Total	
4	4		3	4		Open	12-16
Gross Total:	16		**Net Total:**	12		**High**	12

Existing control rating:	**Effective**

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 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
	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:	Effectiveness:	Actions:	Due Date:
1. Workforce Planning takes place alongside AOP processes so that resourcing can be aligned on an annual basis.	Effective - Recorded in AOP documentation.	1. Ongoing Process with Corporate Radar	Ongoing
2. In year changes to resourcing are made in alignment with in year consideration of new projects through the Corporate Radar process.	Effective - Corporate Radar projects considered at ET and recorded in minutes.		
3. Post prioritisation process considers requirements of Transformation Projects.	Effective - Issues associated with funding posts required to deliver the AOP/Corporate Radar projects discussed at ET and outcomes recorded in minutes.	2. Digital Prioritisation Process - ensuring capacity is aligned to requirements. Update July 2025 - Capacity review of NTS requested by CEO being undertaken with a view to completion mid July 2025.	Ongoing
4. Recruitment authorisation and other recruitment processes strengthened 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.	Effective - ET sub group in place with timely homogeneous and communication of decisions.	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. Update March 2025 - An initial evaluation of the Accelerated Recruitment process has been conducted to provide insights into the experiences of Hiring Managers. The average timescale of business case to job advertisement has reduced from 45 to 15 days with positive feedback being received from Directorates. A further in depth analysis is planned for April 2025. Update July 2025 - An in-depth analysis will now take place in October 2025 to allow a full calendar year of data to be analysed. East Region and NES meet frequently to discuss the recruitment data such as Time to Hire.	31/10/2025
5. Ongoing discussions with Scottish Government regarding commissioned activity and the baselining of non-recurrent allocations where appropriate. Corporate process to ensure centralised view of new commissions and impact on infrastructure in place .	Effective - Corporate Radar in place and deliverable agreements with SG.	4. NES responds to establishment of NHS Delivery stood up with identification of Project Lead and key support roles. Engagement in delivery established through Scottish Government led Project Team. Internal governance approach for NES critical areas being developed with view to establishment from August 2025.	30/09/2025
6. Temporary expanded resources to support PMO and corporate improvement through Project Based Development Opportunities.	Effective - Register of all applicants held.		

STRATEGIC RISK 6

NHS Education for Scotland

Risk no:	SR6				
Risk Short Title:	Failure to develop and maintain adequate Business Continuity arrangements to deal with the risk of adverse events and threats				

Risk Owner:	Christopher Wroath	**Date Added to Register:**	**19/04/2023**		
		Review Date:	**11/09/2025**		
		Frequency of Review:	**Quarterly**		
		Committee/Group overseeing	**Planning & Performance 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
03/03/2025	9	Medium		Averse	1-5	
13/06/2025	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:	Acceptable

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:	Effectiveness:	Actions:	Due Date:
1. Disaster Recovery Plan and Business Continuity Plans have been approved by the Executive Team.	Effective - approval recorded in minutes.	1. Evidence of a cloud data recovery to be presented to the NES Assurance Forum	30/09/2025
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.	Effective - Exercise formally documented and recorded in minutes.		
3. NTS have agreed to an internal audit on BCP on an emphasis on disaster recovery on cloud data, audit to commence September 2024.	Effective - Audit presented to ARC and documented in minutes		

NHS Education for Scotland

STRATEGIC RISK 7

Risk no:	**SR7**			
Risk Short Title:	Failure to put in place measures to adequately protect against breaches of cyber security			

Risk Owner:	Christopher Wroath		Date Added to Register:	**19/04/2023**
			Review Date:	**11/09/2025**
			Frequency of Review:	**Quarterly**
			Committee/Group overseeing	**Planning & Performance 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
03/03/2025	15	**High**		Averse	1-5	
13/06/2025	15	**High**	⇔			
	-					
	-					
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)		Net Impact (1-5)	Net Likelihood (1-5)		Board Risk Appetite v Net Total	
5	4		5	3		**Averse**	1-5
Gross Total:	20		**Net Total:**	15		**High**	15

Existing control rating:	**Acceptable**

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:	Effctiveness:	Actions:	Due Date:
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	Effective - The standard build for end user Windows devices and servers has been documented in the Windows 10 Endpoint Security Standards and in the VMWare tool for servers.	1. Continue to use the NIS Audit framework to manage and build on NES' cyber security posture. - Ongoing Update June 2025 - Action Complete and added as a control.	Closed
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.	Effective - Minutes of NES Assurance Group shared with TIC and ARC.	2. Review our early adopter status for the NHSS Security Operations Centre (Dundee). Update Sept 2024 - In progress Update Dec 2024 - In progress Update June 2025 - In progress	30/09/2025
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.	Effective - Attendance numbers available/ number of security breaches recorded and reported to NES Assurance Group and TIC and minuted.	3. Comprehensive NES Cyber position completed and NTS Director accepted recommendations and associated action plan being developed with delivery by end of July.	31/07/2025
4. NIS Audit framework used to manage and build on NES' cyber security posture.	Effective - Complaince minuted.		

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:	01/06/2025		
			Frequency of Review:	Quarterly		
			Committee/Group overseeing	Planning & Performance 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
03/03/2025	8	Medium		Open	12-16	
	-					
	-					
	-					
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)		Net Impact (1-5)	Net Likelihood (1-5)		Board Risk Appetite v Net Total	
4	5		4	2		Open	12-16
Gross Total:	20		**Net Total:**	8		Medium	8

Existing control rating:	Effective

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:	Effectiveness:	Actions:	Due Date:
1. Statutory and relevant data security processes in place, with specific reference to the new General Data Protection Regulations.	Effective - Processes approved and recorded in minutes		
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.	Effective - Policies and procedures approved and recorded in minutes.		
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.	Effective - Whistleblowing Annual Report presented to governance committees and board and recorded in minutes.		
4. Safe Information Handling features as an element of the NES essential learning programme.	Effective - Executive Team regularly review compliance which is minuted.		

STRATEGIC RISK 9

NHS Education for Scotland

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:	04/09/2025			
			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
04/03/2025	8	Medium		Averse	1-5	
06/06/2025	12	High	⇑			
	-					
	-					
	-					

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

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:	Acceptable

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:
	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:	Effectiveness:	Actions:	Due Date:
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.	Effective - AOP process in place. Lesson learned logged and actioned. AOP reported to NES Board	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	Ongoing
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. Prioritisation process in place to deliver a balanced budget to the Board which is based on the impact of the planned activities. | Effective - recorded in minutes.

Effective - decisions recorded in ET minutes. | 2. The Operational Planning process for 2025/26 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 Dec 2024 - Directorate reviews completed in process of consolidating report to present to December 2024 ET and subsequently to January 2025 ARC. Update March 2025 - Report also presented to Private Board 6th February 2025. Annual Delivery Plan and Financial Plan to be presented to 27th March 2025 NES Board for approval. Update June 2025 2025 - Financial Plan including savings plan has been approved by the NES Board. | Annually. |
| 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. | Effective - recorded in Board minutes. | 3. NES are working with SG to identify how baseline and additional commission activity can be modelled to match reduced funding availability. | Ongoing |
| 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. | Effective - recorded in minutes | 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. Update Dec 2024 - Discussion will take place with SG in January 2025. Update March 2025 - Discussion ongoing with Scottish Government. Update June 2025 - Action closed with restoration of baseline funding. | Closed |
| 6. Letter been sent to all staff from CEO directing suspension of discretionary spending where possible.

7. Twelve million of baseline reduction from 2024/25 will now be reinstated. | Effective - recorded

Effective - recorded | 5. Close contact with Scottish Government concerning the costs in regard to the short term relocation from Westport. Discussions include the Scottish Government Digital Health and Social Care finance team. | 30/09/2025 |

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:	05/10/2025			
		Frequency of Review:	Quarterly			
		Committee/Group overseeing	Planning & Performance Committee			
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
03/03/2025	12	High		Open	12-16	
07/07/2025	16	High	⇧			
	-					
	-					
	-					

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

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

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

Existing control rating:	Acceptable

Cause:	Effect:
NES is not able to adequately anticipate and mitigate the impacts of policy, legislative, economic, technological and societal change	We may be unable to attract, educate and train sufficient workforce supply, across the health and social care workforce, and in particular trainees and employees in specialist professional disciplines
	Result:
	This could result in a compromise in our ability to deliver on our Strategic Plan or significant parts of it, or to deliver Directorate Operational Plans

Control:	Effectiveness:	Actions:	Due Date:
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	Effective - NES Strategic Plan approval route minuted, minutes of meetings.	1. Significant Engagement with Health Boards, Health & Social Care Partnerships, Scottish Government, Social Care Sector and Academia.	Ongoing
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	Effective - Annual Delivery Plans approval route minuted and minutes of meeting	2. Ongoing SG discussions on fiscal impact on NES ADP.	Ongoing
3. Monitoring of Strategic Risk 2 in relation to funding in current fiscal and political environment.	Effective - Review of Strategic Risk Log minuted.	3. Policy Parliamentary Team within NES meets regularly with Scottish Government. 4. Strengthening financial reporting to be implemented.	Ongoing
4. Parliamentary Horizon Report - issued to all Executive Team and NES Board.	Effective - Issued weekly and outputs provided to Executive Team and recorded	5. Quarterly UK Four Nations Meetings - actions from meetings progressed by NES Chief Executive, Director of NMAHP and Executive Medical Director.	Ongoing
5. Engagement with four nations to pick up national issues that may impact NES or the Scottish context.	Effective - Attendance at four nations working groups minuted.	6. Record of funding proposals that are not taken forward by Scottish Government to be developed.	30/09/2025
		7. NES response to establishment of NHS Delivery stood up with identification of Project Lead and key support roles. Engagement in delivery established through Scottish Government led Project Team. Internal governance approach for NES critical areas being developed with view to establishment from August 2025.	30/09/2025

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:	01/09/2025
		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
03/03/2025	9	Medium		Open	12-16	
03/06/2025	12	High	⇧			
	-					
	-					
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)		Net Impact (1-5)	Net Likelihood (1-5)		Board Risk Appetite v Net Total	
4	4		3	4		Open	12-16
Gross Total:	16		**Net Total:**	12		**High**	12

Existing control rating:	**Effective**

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. Uncertainty of timing of move out of Westport and the impact this would have on access and quality of training facilities.	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:	Effectiveness:	Actions:	Due Date:
1. Chief Executive and/or NES Directors maintain open and collaborative relationships/arrangements with counterparts in partner organisations	Effective - Minutes and reports available for meetings and presentations minuted and available.	1. Learning and Education Framework being developed. Update Feb 2025 - Framework to be implemented in April/May 2025. Update June 2025 - Framework now implemented - Action Closed and added as a control.	Closed
2. Ensure Chair is well briefed to manage relationships with other Board/organisational Chairs	Effective - Report presented to every NES Board public meeting.	2. Implement a corporate improvement programme to support high quality learning and education provision through the Learning & Education Quality System (LEQS). Update Sept 2024 - Continuing to progress within project timelines and significant improvement in KPI data for reporting. Update Dec 2024 - Moving into implementation stage using a Blueprint approach. Developing set of core questions to ask learners feedback questions that will be applied to all NES products. Update March 2025 - Testing methodology being developed. Update June 2025 - Elements of LEQS being tested prior to implementation.	30/09/2025
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	Effective - Briefings available, ET minutes and Q&As from webinars and other staff events.	3. Implementation of the Learning & Education Quality Policy. Update June 2025 - Summary version of policy in development for awareness raising.	30/09/2025
4. Widespread evaluation of education programmes, including the use of feedback from learners to effect improvement.	Effective - Reported through Strategic KPIs when fully developed. Feedback received as part of Stakeholder Survey.	4. Operational Group and Gold Command established to oversee any required moves. Active scoping of alternative training venues being undertaken.	30/09/2025
5. Education Governance arrangements in place to ensure quality and performance is monitored and improved where necessary.	Effective - Considered at EQC regularly and minuted.		
6. Clinical Care Sub Group established.	Effective - Meetings minuted and reports into EQC		
7. Learning and Education Framework implemented.	Not Tested		

NHS Education for Scotland

STRATEGIC RISK 12

Risk no:	**SR12**
Risk Short Title:	Insufficient investment in TURAS Learn and other NES learning platforms.

Risk Owner:	Christopher Wroath	**Date Added to Register:**	**19/04/2023**
		Review Date:	**11/09/2025**
		Frequency of Review:	**Quarterly**
		Committee/Group overseeing	**Planning & Performance 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
08/04/2025	15	High		Open	12-16	
13/06/2025	15	High	⇔			
	-					
	-					
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)		Net Impact (1-5)	Net Likelihood (1-5)		Board Risk Appetite v Net Total	
5	4		5	3		Open	12-16
Gross Total:	20		**Net Total:**	15		High	15

Existing control rating:	**Acceptable**

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:
	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:	Effectiveness:	Actions:	Due Date:
1. A significant amount of time and resource is invested to establish the learning needs of a very wide stakeholder group	Controlled - Fully documented.	1. Transformational Group need to agree Phase 2 outcomes of the Turas Refresh Programme. Turas Refresh Programme Full Business Case in development. Update Sept 2024 - In development Update March 2025 - Continuing to be developed.	30/09/2025
2. Strategic case for investment has been prepared for discussion with the Scottish Government	Effective - OBC approval route recorded in minutes.	2. Discussions on going with regards to investment with NES Director of Finance and SG Health Finance Director of Finance who is supportive of the programme. Update March 2025 - Ongoing discussions between NES Director of Finance and SG Health Finance Director of Finance. Update April 2025 - NES Director of Finance has secured agreement with Scottish Government Digital Health and Social Care finance team that 2025/26 NES baseline funding will be restored to the original level and that this return of finance to the NES baseline to be used specifically to fund the Digital Learning Infrastructure Programme.	30/09/2025
3. Turas Refresh Programme as part of Transformation Programme.	Effective - Programme reports progress to LEQS Board and Transformation Group which are minuted.	3. Programme Level Risk Deep Dive being undertaken and findings to be presented to Digital Learning Infrastructure Board.	31/07/2025

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:	01/10/2025
		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
03/03/2025	8	Medium		Open	12-16	
03/07/2025	16	High	⇑			
	-					
	-					
	-					

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

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

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

Existing control rating:	Acceptable

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:	Effectiveness:	Actions:	Due Date:
1. Monitoring and continuously improving job packs to ensure they attract an appropriate number of high quality candidates.	Effective - Job packs available on intranet, evaluation scheduled April 2025. Data available from ERRS.	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. Update July 2025 - Initial efforts are concentrated on current staff, particularly exploring digital modern apprenticeships. We have been working closely with NHS Scotland Academy team, who have shared their expertise and supported various aspects of this initiative. The first apprenticeship opportunity is scheduled to launch in Q2 2025, via an internal selection process. The recruitment phase of the project, which will require close collaboration with HR, is planned to commence in Q3.	Ongoing
2. Monitoring and continuously improving recruitment routes eg career sites, social media to ensure they attract an appropriate number of high quality candidates.	Effective - Accelerated Recruitment Programme. Wider use of corporate social media, targeted professional networks, alternative job posting platforms.	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).	Ongoing
3. Monitoring our workforce data to identify actions to improve the diversity of the workforce.	Effective - Annual workforce E&D report published and presented to Board and Governance Committees and recorded in minutes.	3. The NES Equality & Human Rights Team continue to promote and offer learning opportunities to staff on ED&I, including 'conscious inclusion' sessions, anti-racism, cultural humility, promoting of learning and guidance from the business disability forum and also guidance for mitigating bias during recruitment. New EDI Strategy and action plan being produced for 2025-2029. Team completing work in relation to gender equality as part of the Equally Safe at Work accreditation programme. Update March 2025 - Progressing work on the equally safe at work accreditation programme which includes an all staff survey and focus groups with more lower paid female staff. This will inform our priorities for NES on gender equalities. NES EDI Strategy and Anit-Racism Action Plan will be presented to March Board for approval. Update July 2025 - Strategy and Plan both approved by NES Board and action plan is being implemented.	30/09/2025
4. Monitor and report on the composition of the NES workforce and sex/gender/ethnicity/disability pay gaps to the Board.	Effective - Annual Workforce Report presented to Board and Governance Committees and recorded in minutes.	4. Development of Talent Attraction Strategy. - Update March 2025 - Talent management approach embedded in our Succession Planning framework where we align development support through a tailored PDP for the pool of ready soon and ready now candidates. Update July 2025 - We are currently finalising the NES succession plan for ET and direct reporting roles. A plan showing a RAG status showing ready soon and ready now candidates will be concluded early August 2025. All candidates will have had an opportunity to put in place a PDP to support development if required.	30/09/2025
5. Risk based decisions regarding termination of temporary staff in the event of uncertainty of funding. 6. Workforce planning is integrated in Operational Planning	Effective - Decisions recorded in ET minutes. Effective - Included in AOP documentation.	5. Workforce planning to be carried out across NES as part of the 25/26 Operational Planning process. Update March 2025 - To be discussed by Executive Team with onward submission to Scottish Government. Update July 2025 - All Directors undertaking a review of temporary staffing arrangement within their areas with a view to providing clarity for affective staff in a timely manner given the recent announcement about the future of NES.	30/09/2025

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:	01/10/2025			
		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
03/03/2025	4	Low		Averse	1-5	
03/07/2025	6	Medium	⇧			
	-					
	-					
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)		Net Impact (1-5)	Net Likelihood (1-5)		Board Risk Appetite v Net Total	
5	3		2	3		Averse	1-5
Gross Total:	15		Net Total:	6		Medium	6

Existing control rating:	Acceptable

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:	Effectiveness:	Actions:	Due Date:
1. Standing committees responsible for each governance domain supported by Executive Groups.	Effective - Terms of Reference, Schedule of Business. Governance Route Flowchart, Assurance Framework.	1. Development of Blueprint Action Plan to strengthen governance. Update June 2024 - Action Plan submitted to Scottish Government and ongoing actions reported through ARC Update July 2025 - Improvement Plan delivered with 1 action carried forward into 2025/26.	Ongoing
2. Individual committees review effectiveness at every committee meeting and provides an annual report to Audit Committee detailing how it has discharged its remit.	Effective - Annual reports and minutes of meetings.	2. ET review outstanding Audit actions - quarterly	Ongoing
3. Comprehensive programme of internal audit. 4. Board Governance included as part of Corporate Induction.	Effective - Approved and recorded in minutes. Effective - Induction Attendance Records/ Participant Feedback	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. Update Dec 2024 - Development of 2025/26 ADP underway. Update March 2025 - Submission of final draft ADP 17/03/2025. Update July 2025 - ADP approved by SG and NES Board.	Ongoing Yearly Submission
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.	Effective - Approval route recorded and minuted. Effective - Approval route recorded and minuted.	4. Board Governance Training at Board Development Events Update June 2024 - Board Governance Development Event completed 19th January 2024. Update July 2025 - Ongoing programme of Board Development in place.	Ongoing
7. Ensure corporate awareness of relevant statutory regulatory oversight, and maintain close working with relevant professional and other regulatory bodies 8. New Planning & Performance Committee established from April 2025 that will provide further scrutiny of Board governance, systems and processes.	Effective - Annual report to EQC on compliance with statutory regulations and professional bodies requirements, recorded and minuted. Effective - Terms of Reference, Schedule of Business. Governance Route Flowchart, Assurance Framework.	5. In light of the announcement regarding the formation of NHS Delivery an interim Scheme of Delegation and then new Scheme of Delegation will be required. Development of this will be led through the Scottish Government led project team.	30/09/2025

STRATEGIC RISK 15

Risk no:	SR15					
Risk Short Title:	NES is not an evidence based data driven organisation, lacking intelligence and insights from its Information Assets.					

Risk Owner:	Christopher Wroath	Date Added to Register:	14/12/2023			
		Review Date:	11/09/2025			
		Frequency of Review:	Quarterly			
		Committee/Group overseeing	Planning & Performance 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
03/03/2025	6	Medium		Averse	1-5	
13/06/2025	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: Acceptable

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:	Effectiveness:	Actions:	Due Date:
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.	Effective - Meetings minuted and regular reports on progress presented and recorded at Transformation Group.	1. Development of an overt data plan as part of the Corporate Improvement Plan. Update Sept 2024 - In progress Update March 2025 - Continuing to be progressed. Update June - Action closed and superseded by Action 4	Closed
2. Plans for automation and preparation for artificial intelligence will drive new and improved data collection, storage and management.	Not Tested	2. Planned rollout of CoPilot to all NES staff on completion of the pilot. Update Dec 2024 - Pilot completed and report developed, planned rollout unable to commence until M365 contract renegotiation is completed - expected completion May 2025 Update June 2025 - As a result of the contract NES have 350 licences and Director of NTS in discussions with ET on how to deploy them.	30/09/2025
3. Development of the Implementation Plan for the M365 Viva Suite of applications will drive new and improved data collection, storage and management.	Not Tested	3. NTS have agreed to an internal audit on their ability to support a data driven organisation - scheduled for April 2025 Update June 2025 - Audit been agreed and will be undertaken in the next quarter.	30/09/2025
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.	Effective - recordings of outcomes minuted.	4. Director of NTS to develop a formal data and analytics function for NES with specific responsibility for the development of an NHS Scotland Workforce Data Observatory	31/12/2025

STRATEGIC RISK 16

Risk no:	SR16

Risk Short Title:	Inability to meet core responsibilities and objectives due to HR Performance.

Risk Owner:	Karen Reid	Date Added to Register:	03/12/2024
		Review Date:	06/10/2025
		Frequency of Review:	Quarterly
		Committee/Group overseeing	Staff Governance Committee

Risk Category(s)	People/Workforce	Reputational		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
03/03/2025	15	High		Open	12-16	
08/07/2025	12	High	⇩			
	-					
	-					
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)		Net Impact (1-5)	Net Likelihood (1-5)		Board Risk Appetite v Net Total	
4	5		3	4		Open	12-16
Gross Total:	20		**Net Total:**	12		High	12

Existing control rating:	Acceptable

Cause:	Effect:
HR service not performing effectively.	An ineffective HR function may fail to foster a positive workplace culture or support professional development, leading to a poor experience workplace experience, lack of employee motivation and misalignment with organisational goals. Overall, this underperformance creates a gap in meeting both operational and strategic objectives. Underperformance of the HR function can lead to increased turnover, longer recruitment lead times, lower productivity, decreased employee morale, and legal risks associated with non-compliance with laws and regulations.
	Result:
	NES could fail to meet its legal and statutory requirements, as well core responsibilities such as employee engagement, retention, performance management, and wellbeing. This could result in an increased risk of employee relations issues and ultimately increased employment tribunal activity.

Control:	Effectiveness:	Actions:	Due Date:
1. Internal and external audits completed between Workforce and Finance Directorates that looked at financial and workforce data quality processes across NES. Recommendations and management actions are being reported through the audit and risk committee.	Effective - Reported at Audit & Risk Committee and minuted.	1. Recommendations and management actions from internal and external audit being progressed and reported through the Audit & Risk Committee. Update March 2025 - Ongoing progress being reported through Audit & Risk Committee Update July 2025 - Phase 1 of programme completed and Phase 2 progressing with defining roles and responsibilities and communication and engagement with placement Boards. We continue to provide regular updates to Executive Team and Audit & Risk Committee.	30/09/2025
2. Corporate Improvement Programme on the Lead Employer Model for DDiT in place which ensures operational processes, financial and management information controls and risk management practices across NES, NHS Placement Boards and GP Practices to provide assurance that the programme is operating within the NES risk appetite.	Effective - Process in place and reported to governance groups and committees and minuted.	2. HR Transformation Programme actions progressed through project team and reported in line with governance arrangements set out in PID-. Update March 2025 - Ongoing progress being reported through Staff Governance Committee. Update July 2025 - Programme delivery is progressing well in line with intended 3/6/9 months deliverables.	30/09/2025
3. Extensive HR Transformation Programme is underway to address the key aims of recovery, stabilisation and transformation.	Effective - Programme Board reporting to Transformation Group and to NES Board via CEO Report. Reporting to PPC will commence once established.	3. Refresh of the internal job evaluation process to ensure alignment with national job evaluation scheme. Update March 2025 - Work is ongoing, all AFC job evaluation staff have received job evaluation refresher training from the National Job Evaluation leads and new panellists have been trained by the National Job Evaluation leads to widen the pool of panellist for upcoming job evaluations. Update July 2025 - The reset Job Evaluation Policy was submitted for approval to Partnership Forum and will next be considered by Staff Governance Committee.	30/09/2025
		4. Organisational change process being developed to redesign the structure of the Workforce Directorate and recruitment to vacant leadership roles (Director and Associate Director) is being progressed. Update March 2025 - Significant progress been made to realign the Workforce Directorate as part of the Exec Team Organisation Change Update July 2025 - New Director of People and Culture confirmed to start on 1st Sept 2025.	30/09/2025
		5. Current focus is on the measurements and improvements and the impact to date. A customer pulse survey will be progressed in September. Also looking at the internal team KPIs on customer service and performance.	30/09/2025
		6. ET have requested a monthly Workforce report which will give measures of turnover, absence, headcount etc.	30/09/2025

Summary of Strategic Risks Exposure

Table 1 - Current Position - July 2025

Current Risk Exposure (Total Score)	Very High	High	Medium	Low	Total	% of Total
Strategic		2			2	12.5%
Operational		2	1		3	18.8%
Finance		1	1		2	12.5%
Reputational					0	0.0%
Governance		1	3		4	25.0%
Technology					0	0.0%
People/Workforce		5			5	31.3%
Health & Safety					0	0.0%
Enviromental Sustainability					0	0.0%
Transformation/ Innovation					0	0.0%
TOTAL EXPOSURE		11	5	0	16	100.0%
% of Total	0.0%	68.8%	31.3%	0.0%		

Table 2 - Last Reported Position - May 2025

Current Risk Exposure (Total Score)	Very High	High	Medium	Low	Total	% of Total
Strategic		1	1		2	12.5%
Operational		1	2		3	18.8%
Finance			2		2	12.5%
Reputational					0	0.0%
Governance		1	2	1	4	25.0%
Technology					0	0.0%
People/Workforce		1	4		5	31.3%
Health & Safety					0	0.0%
Enviromental Sustainability					0	0.0%
Transformation/ Innovation					0	0.0%
TOTAL EXPOSURE		4	11	1	16	100.0%
% of Total	0.0%	25.0%	68.8%	6.3%		

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 *(Risk could impact on achievement of strategic objectives)*	• Negligible impact on achievement of strategic objectives. • No loss of confidence from key stakeholders. • Negligible impact on services.	• Minor impact on achievement of limited number of strategic objectives. • Minor loss of confidence from some key stakeholders. • Reduced ability to support some services.	• Some strategic objectives will not be achieved. • Loss of confidence from key stakeholders in specific areas. • Inability to support specific services.	• Significant proportion of strategic objectives will not be achieved. • Loss of confidence from key stakeholders in several areas. • Inability to support several services.	• Inability to deliver on strategic objectives. • Loss of confidence from key stakeholders including Scottish Government. • Inability to support service.
Financial *(Risk could impact on financial position)*	• Some adverse financial impact but not sufficient to affect the ability of the service/department to operate within its annual budget (up to £100k).	• Adverse financial impact affecting the ability of **one or more** services/ departments to operate within their annual budget (£100k – 250k).	• Significant adverse financial impact affecting the ability of **one or more** directorates to operate within their annual budget (£250k - £500k).	• Significant adverse financial impact affecting the ability of the organisation to achieve its annual financial control total (£100k-1m).	• Significant aggregated financial impact affecting the long-term financial sustainability of the organisation (£>1m).
Governance *(Risk could impact on the governance of the organisation and services)*	• Small number of potential issues affecting minor quality improvement issues. • Minor non-compliance with governance requirements	• Potential issues which can be addressed by low level of management action. • Isolated failures to meet internal standards or follow protocols.	• Challenging issues that can be addressed with appropriate action plan. • Repeated failures to meet internal standards or follow protocols.	• Mandatory improvement required to address major issues. • High level action plan is necessary. • Major failure to meet legal requirements or governance standards.	• Major governance issues leading to the threat of prosecution. • Board level action plan required. • Systematic failure to meet legal or governance standards.
Reputational *(Risk could impact on public/stakeholder trust and confidence, and affect organisation's reputation)*	• Adverse comments/feedback, no media coverage. • Little effect on staff morale.	• Adverse local media coverage – short term. • Some public embarrassment. • Minor impact on staff morale and public/political perception and confidence in the organisation	• Adverse local or social media coverage – long-term adverse publicity. • Significant effect on staff morale and public/political perception of the organisation	• Adverse national media coverage, less than 3 days. • Public/political confidence in the organisation undermined. • Use of services affected	• Adverse coverage in national/International media - more than 3 days. • MSP/MP concern (Questions in Parliament). • Court Enforcement. • Public Enquiry
Operational *(Risk could impact on the NES operations and delivery of products and services)*	• Interruption in a service which does not impact on the ability to continue to provide service.	• Short term disruption to service with minor impact on quality-of-service provision.	• Some disruption in service with unacceptable impact on service provision. • Temporary loss of ability to provide service.	• Sustained loss of service which has serious impact on delivery of services. • Major Contingency Plans invoked.	• Permanent loss of core service or facility. • Disruption to facility leading to significant "knock on" effect.
Technology *(Risk could impact on delivery of services due to technological systems/processes/development and resilience)*	• Negligible impact on delivery of services due to inadequate or deficient system/process development and performance or inadequate resilience.	• Minor impact on delivery of services due to inadequate or deficient system/process development and performance or inadequate resilience.	• Late delivery of services due to inadequate or deficient system/process development and performance or inadequate resilience.	• Failure to deliver services due to inadequate or deficient system/process development and performance or inadequate resilience.	• Non delivery of services due to inadequate or deficient system/process development and performance or inadequate resilience.
Workforce *(Risk could impact on staff wellbeing, staffing levels and competency)*	• Short term staffing issues temporarily reduces service provision and quality. • Short term staffing issues, where there is no disruption to service quality.	• Ongoing staffing issues reduce service quality. • Minor errors due to ineffective training / implementation of training.	• Late delivery of a key objective / service due to staffing issues • Moderate error due to ineffective training / implementation of training.	• Failure to meet key objective / service due to staffing issues. • Major error due to ineffective training/implementation of training.	• 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 *(Risk could impact on staff/public/volunteer, or a patient out with delivery of care)*	• Adverse event leading to minor injury not requiring first aid. • Temporary, local disruption to operations due to health and safety issues • No staff absence	• 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	• 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.	• 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.	• 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 *(Risk could impact on environment, ability to comply with legislation/targets or environmentally sustainable care)*	• 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.	• Minor effects on biological or physical environment. • Minor impact on ability to comply with climate legislation/targets or ability to reach net zero.	• 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.	• Serious medium term environmental effects. • Serious impact on ability to comply with climate legislation/targets or ability to reach net zero.	• Very serious long term environmental impairment of eco-system. • Critical non-compliance with climate legislation/targets or ability to reach net zero.
Transformation/Innovation *(Risk could impact on an operational/technology risk)*	• Barely noticeable reduction in scope/quality/ schedule. • Negligible impact on achievement of intended benefits.	• Minor reduction in scope/quality/ schedule. • Minor impact on achievement of intended benefits.	• Reduction in scope/quality/project/programme objectives or schedule. • Some intended benefits will not be achieved.	• Significant project/programme over-run. • Significant proportion of intended benefits will not be achieved.	• 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   **NES/25/56**

Agenda Item 9d

21 August 2025

NES Public Board

1.   Title of Paper

1.1   Quarter 1 Strategic Key Performance Indicators Report

2.   Author(s) of Paper

2.1   Rob Coward, Principal Educator, Planning & Corporate Resources
         Debbie Lewsley, Performance & Corporate Governance Manager, Planning
         & Corporate Resources

3.   Lead Director(s)

3.1   Christina Bichan, Director of Planning, Performance and Transformation

4.   Situation/Purpose of paper

4.1   The purpose of this report is to present to the Board the quarter one
         Strategic Key Performance Indicators (SKPIs) update for 2025/26 for review
         and approval.

4.2   The Board is also asked to consider and approve the proposed amendments
         for SKPI reporting as outlined in Section 6.7.

4.3   In addition, the Board is asked to consider and approve the new dashboard
         for the quarterly reporting of SKPIs to the NES Board and Committees.

5.   Background and Governance Route to Meeting

5.1   Delivery of the NES Strategy 2023-26 requires NES to work differently as an
         organisation, ensuring we focus our attention and resources on the areas
         where impact can be maximised and the greatest benefit for the health and
         social care system is generated.

5.2   Implementing the refreshed mechanism for performance management assists the Board in executing good governance, seek assurance on the measuring and monitoring of impact and the reach of NES strategic activities.

5.3   In May 2023, the NES Board approved 41 Strategic Key Performance Indicators in parallel with the NES Strategy, these were structured around the three key themes of the strategy - People, Partnership and Performance.

5.4   Board standing committees receive quarterly reports on Strategic Key Performance Indicators that relate to their remitted responsibilities. This enables an assessment of the assurance provided by the SKPI data.

5.5   The Annual Strategic Key Performance Indicators Review commenced in Quarter 1 and will be completed in Quarter 2. The findings of the review will be presented to the NES Board at a future development session.

5.6   The Q1 Strategic Key Performance Indicators Report was presented to the Planning and Performance Committee for consideration and approval in advance of 21 August 2025 Board meeting.

6.   Assessment/Key Issues

6.1   **Overview**

6.1.1   There are 41 strategic key performance indicators, spanning 52 individual metrics that form NES's reporting suite as presented in Appendix 2.

6.1.2   A summary of the RAG status for the 52 SKPI's metrics is presented in Table 1.

Table 1: SKPI RAG Status Summary – August 2025

Green	Amber	Red	Blue (Complete)	RAG parameters to be set
33	5	3	1	10

6.1.3   Within his reporting period 63% of SKPIs have been reported with a green RAG status, this is an increase of 4% in comparison to the previous reporting period, which reflects the decrease in the number of SKPIs reported with a red RAG status.

6.1.4   The number of RAG parameters still to be set can be attributed to the outstanding measurements in development. The RAG status of every reportable measurement has now been determined.

6.1.5   Work continues to focus on the recording of improvement actions for individual measurements and the embedding of target action completion

date information into routine reporting and it is anticipated that this will be completed for the Q2 2025/26 reporting period.

6.2 **Q1 Reporting Overview**

6.2.1 In Quarter 1 data has been recorded for 37 SKPI metrics as shown in Appendix 1. Other measures have not been updated due to their frequency of reporting meaning that they were not due in this reporting period.

6.2.2 A summary of the RAG status for the 37 SKPI's with updated performance information is presented in Table 2.

Table 2: RAG Status Summary – SKPIs reported in Q1 2025/26

Green	Amber	Red	RAG parameters to be set
31	4	2	0

6.2.3 Reporting of data for SKPI34 '*CO2 emissions (estates)*' has been paused due to the multiple reconfigurations to NES's office space, a period of stability is required to produce a reliable benchmark. A comprehensive data set will be developed and presented to the Audit & Risk Committee at its October 2025 meeting.

6.2.4 Reporting of data for SKPI22 '*Net Promoter Score for stakeholders who rate themselves likely to recommend NES to colleagues and associates)*' has not been reported on this quarter following the announcement of NES's move into a new organisation from the 1st April 2026. It is proposed that capturing data on this metric is paused for the remainder of the financial year and the NES Board will be asked to approve this approach.

6.3 **Q1 Performance Highlights for SKPI's with Green RAG Status**

6.3.1 **SKPI01** – '*Employee Engagement Index*'
The EEI score has remained the same in 2025 with staff engagement within NES remaining high in light of the current fiscal climate and the announcement of the creation of a new organisation.

6.3.2 **SKPI07a**– '% of LGB staff'
The number of staff identifying as LGB has increased over the past year, continuing a positive trend in self-identification, with the upward trend suggesting growing confidence in NES's inclusive culture and data practices. Further analysis of this measurement and SKPI7a & 7b will be included in the Equality and Diversity Employment Monitoring Report that will be presented to the August Staff Governance Committee.

6.3.3 **SKPI08** – 'Staff Inclusion Score (WAS: % of staff who experience NES as an inclusive organisation)

The average score from the May 2025 survey is slightly higher than the previous two surveys undertaken. Analysis is underway to provide feedback to staff on the survey findings, including any actions required to address any themes identified.

6.3.4 **SKPI09 & SKPI10** – 'Total number of accesses to NES learning products' & 'Number of health and social care staff accessing NES learning products as a % of the health and social care workforce'
Both measurements continue to increase, and this may be attributed to National Services Scotland onboarding within this reporting period and Learn being extensively promoted especially within Social Care.

6.3.5 **SKPI15a** – *'Employee Engagement Index – Doctors in Training'*
The overall satisfaction of Doctors in Training has increased this year with NES ranked 4th for overall satisfaction out of 18 deaneries and 20 of NES programmes ranked number 1 in the UK for overall satisfaction.

6.3.6 **SKPI23** – *'Number of education, research and strategic collaborations'*
The reporting methodology for this measurement has been refined and cumulative collaborative activity is maturing. Nominated NES Executive Leads have been established for each partnership with the understanding of enhanced activity being embedded. Four Nations collaboration is evolving with six key themes identified.

6.3.7 **SKPI31** – *'Achievement of agreed savings % against annual budget'*
This measurement continues to show a green RAG status with NES enroute to achieving agreed savings.

6.3.8 **SKPI36** – *'Projected variance of budgeting within 0.5% at year-end'*
Although this measurement is showing as a green RAG status the -0.13% is actually an overspend as referenced in the Q1 2025/26 Finance Update Report.

6.3.9 **SKPI39** – *'% NIS Audit Compliance Score for Cybersecurity'*
NES continue to perform well in this area with an increase in the scoring reported this quarter, which is significantly greater than the 60% target set by Scottish Government.

6.4 **Q1 Performance on SKPI's with Amber RAG Status**

6.4.1 **SKPI04** – *'Vacancy Rate'*
The number of advertised vacancies has decreased this quarter which aligns with the expected post-campaign stabilisation following the planned recruitment surge in the previous quarter. This trend supports the effectiveness of the recruitment scheduling and workforce planning. To ensure the RAG parameters for this measurement remain appropriate for the desired performance a review of them will be undertaken in Quarter 2.

6.4.2 **SKPI05** – *'Sickness Absence Rate'*
There has been a slight increase in the sickness absence rate this period, however NES continues to perform well in comparison to other NHS Boards, with other National and Special Boards reporting between 3.4% and 9.7% and Territorial Boards between 4.4% and 7.7%. The measurement will continue to be monitored to assess whether this increase reflects a seasonal variation or signals any emerging concerns.

6.4.3 **SKPI13a** – '*Medical Funded trainee placements - Vacancy Rate (WAS Fill rate')*
Core and higher training programmes have an increased fill rate this year. There are three programmes which have remaining low fill rates from a national recruitment point of view. Locally NES have recruited to Geriatric Medicine, Clinical Oncology and Acute Internal Medicine and an update on the success of this initiative will be provided in the next quarter.

6.4.4 **SKPI14b** – 'Dental Funded trainee placements – Non-completion rate (Vocational Training)'
The non completion rate appeared higher in 2024 due to two VDPs not completing in summer 2024, this was due to circumstance out with NES's control.

6.5 **Q1 Performance on SKPI's with Red RAG Status**

6.5.1 **SKPI07a** – '*% of disabled staff'*
Although this metric continues to have a red RAG status within this reporting period, there has been an upward trajectory in this metric with staff being encouraged to disclose disability in the eESS system. A further review of the RAG status has been completed, and the NES Board will be asked to consider a change to the RAG parameters.

6.5.2 **SKPI35** - '*CO2 emissions (staff and business travel)'*
Although higher than the previous quarter, CO2 emissions from travel are down compared to the same quarter last year. Further development of targets and RAG status parameters for this measurement will be undertaken within this financial year.

6.6 **SKPI Reporting Development for Outstanding Measures**

6.6.1 There are currently 9 measurements which have not yet been reported on. Work continues to develop SKPI data collection and reporting capabilities in the short-term while addressing structural challenges affecting the scope and consistency of data collection, data quality and comprehensive reporting. To support with this, recruitment is currently underway for a Business Analyst who will capture the exact business requirements for NES and develop a proposed technical solution that will be presented to the Executive Team for approval.

6.6.2   A consistent approach to evaluation is being planned in regard to reporting for SKPI11 '% of learners that tell us their education & training will improve their practice' and SKPI12 '% of learners who score their learning experience as 80% or above'. A technical solution is required to take these forward and this be included as part of the proposal that will be developed by the Business Analyst.

6.6.3   **SKPI16** '*Clinical Training Environment*'
Development continues to understand current approaches to monitoring and evaluation practice-learning environment, and this is being undertaken as part of the Leaning and Education Quality System Programme.

6.6.4   **SKPI18** '*Uptake of learning products by sector as % of total reach*'
The creation of a centralised learner record as part of the Digital Learning Infrastructure Programme will support reporting for this measurement.

6.6.5   **SKPI19** '% of learners and trainees from the 20% most deprived data zones in Scotland (SIMD)' and SKPI20 '% of learners and trainees by protected characteristics as compared to population of Scotland'
These metrics require changes to the way we collect data on learners, questions on postcodes and selected characteristics. A technical solution is required to take these forward and this will be included as part of the proposal that will be developed by the Business Analyst.

6.6.6   **SKPI21a** *'% of learning products which include sustainability'*
A short term proposal on reporting of engagement of the National Climate Change and Sustainability modules will be implemented and data will be reported in Q2 2025/26.

6.6.7   **SKPI26** '% of health and social care workforce who report being confident in using digital ways of working'
Work being undertaken in this quarter has focused on gathering data points in order to establish a baseline for future reporting on confidence and capability levels across job families. Data will be reported in Quarter 2 on the shifts in confidence levels from the baseline across the job families.

6.6.8   **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'
Data will be reported on this measurement following the launch of the Involving People and Communities Framework.

6.7   Proposed Amendments for SKPI Reporting

6.7.1   **SKPI07a** – *'% of disabled staff'*. Following an ask by the Staff Governance Committee to look at other employment statistics to identify if a more achievable target could be set for this measurement. It was noted that there is a lack of data from other sectors due to under reporting, with 5.7% of NHS

staff in England having declared a disability on their employment record while the NHS England Staff survey reports 25% of staff reporting a disability, this is reflective of the ONS estimate of working age disabled population. The overall NHS Scotland statistics is 4% and following discussions with the Business Disability Forum advisor, it is proposed that a more realistic target for NES to work towards would be 7-8%. This proposal will be presented at the August Staff Governance Committee for discussion and if approved recommended verbally to the NES Board for final approval.

6.7.2 **SKPI22** – *'Net Promoter Score for stakeholders who rate themselves likely to recommend NES to colleagues and associates'*. It is proposed that following the announcement of NES's move into a new organisation from the 1st April 2026, where the development of a communication and branding approach for the new organisation will be a key deliverable of the project being led by Scottish Government, that the data capture on this metric is paused. This will ensure that NES are not overlapping with forthcoming consultation processes related to the formation of the new organisation. If approved, from Quarter 2 onwards this metric will be greyed out on the dashboard.

6.7.3 **SKPI121b** - '*% of learner products which include value based health and social care'.* It is expected that this measure will continue to be reported at 7 for the foreseeable future due to NES' Quality Improvement team having completed its Scottish Government commission for the development and deployment of values based health and care e-learning modules. The Education and Quality Committee recommend that this measurement is reported annually instead of biannually*.

6.7.4 In addition, the Education and Quality Committee recommend that the below SKPIs are reported biannually instead of quarterly:

- SKPI23 – 'Number of education, research and strategic collaborations'.

- SKPI24 – 'Number of innovation initiatives invested in, including in collaboration with other stakeholder organisations'.

- SKPI29b – 'Number of collaborations to support employability and engagement of young people'.

- SKPI30 – 'Number of NES programmes of education and training which are SCQF credit rated'.

6.7.5 These proposed amendments were approved by the Education and Quality Committee in May 2025 and the Planning and Performance Committee at its August 2025 meeting.

6.8 Proposed Dashboard for SKPI Reporting

6.8.1 Following an ask by the NES Board and Governance Committees for

consideration to be given on alternative ways of presenting the SKPI data, which would include additional charts and trend lines. A proposed dashboard (as shown in Appendix 3) has been developed. The dashboard presented has used data from the People theme and once live would allow the user to access the data for the other three themes, with the full detailed information on all measurements available on individual tabs. Further development is planned for the data to also be presented by individual Governance Committees and if approved this dashboard format will be implemented for the reporting of Quarter 2 2025/26 data.

6.8.2   Engagement on the proposed dashboard approach has been taken forward with measure owners and non executive Directors through the SKPI review process with positive feedback provided.

6.9   Key Matters Arising from the Planning & Performance Committee

6.9.1   The Q1 Strategic Key Performance Indicators Report was presented and approved by the Planning and Performance Committee at its August 2025 meeting.

6.9.2   The Committee highlighted the continuing challenges on the measurements that have not yet been reported on, noting that the recruitment of the Business Analyst will support with this but recognising that if data cannot be reportable within a realistic timeline a different approach may be required. Consideration of this will be conducted as part of the SKPI Annual Review and presented to the NES Board at the Board Development Session.

6.9.3   The Committee recognised the progress that has been made to date on SKPI23 and the increase in the overall satisfaction of Doctors in Training and wished to note the tremendous work that has been completed in this area.

6.9.4   The Committee welcomed the new approach to presenting the SKPI quarterly data in the proposed dashboard format.

7.   Recommendations

The Board is invited to:

7.1   To review and approve NES Strategic Key Performance Indicators Q1 update and provide any feedback as appropriate.

7.2   To consider and approve the proposed amendments for SKPI reporting as outlined in Section 6.7.

7.3   To consider and approve the new dashboard for the quarterly reporting of SKPIs to the NES Board and 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: Rob Coward, Debbie Lewsley, Christina Bichan
Date: August 2025
NES

Overview of SKPI Reported in Quarter 1

Measure ID	Measure Name	RAG Status - August 2025
SKPI01	Employee Engagement Index	Reported Q1
SKPI02	Proportion of staff who report having the time and resources to support their learning and growth	Reported Q1
SKPI03	Staff retention rate (voluntary leavers)	Reported Q1
SKPI04	Vacancy Rate	Reported Q1
SKPI05	Sickness Absence Rate	Reported Q1
SKPI06a	Gender pay equality	Reported Q1
SKPI06b	Disability pay equality	Reported Q1
SKPI06c	Ethnicity pay equality	Reported Q1
SKPI07a	% of disabled staff	Reported Q1
SKPI07b	% of Minority Ethnic staff	Reported Q1
SKPI07c	% of LGB staff	Reported Q1
SKPI08	Staff Inclusion Score (WAS: % of staff who experience NES as an inclusive organisation)	Reported Q1
SKPI09	Total number of accesses to NES learning products	Reported Q1
SKPI10	Number of health and social care staff accessing NES learning products as a % of the health and social care workforce	Reported Q1
SKPI13a	Medical Funded trainee placements - Vacancy Rate (WAS Fill rate)	Reported Q1
SKPI13b	Dental Funded trainee placements - Vacancy Rate (WAS Fill rate)	Reported Q1
SKPI14a	Medical Funded trainee placements - Non-completion rate	Reported Q1
SKPI14b	Dental Funded trainee placements - Non-completion rate (Vocational Training)	Reported Q1
SKPI14c	Dental Funded trainee placements - Completion rate (Core Training)	Reported Q1
SKPI14d	Dental Funded trainee placemnts - Non-completion rate (Dental Speciality Training)	Reported Q1
SKPI15a	Employee Engagement Index – Doctors in Training	Reported Q1
SKPI17	Total accesses of the NHS Scotland Careers Website	Reported Q1
SKPI23	Number of education, research and strategic collaborations	Reported Q1
SKPI24	Number of innovation initiatives invested in, including in collaboration with other stakeholder organisations	Reported Q1
SKPI25	% of Service Providers who report utilising NES provided workforce data	Reported Q1
SKPI28	% of technology, data and digital developments which are shaped by staff, learner and partners feedback	Reported Q1
SKPI29b	Number of collaborations to support employability and engagement of young people	Reported Q1
SKPI30	Number of NES programmes of education and training which are SCQF credit rated	Reported Q1
SKPI31	Achievement of agreed savings % against annual budget	Reported Q1
SKPI33	Benefits realisation/ ROI from corporate change activities	Reported Q1
SKPI35	CO2 emissions (staff and business travel)	Reported Q1
SKPI36	Projected variance of budgeting within 0.5% at year end	Reported Q1
SKPI37	Number of complaints or concerns upheld and partially upheld	Reported Q1
SKPI38	Number of unplanned outages to NES systems (internal and external)	Reported Q1
SKPI39	% NIS Audit Compliance Score for Cybersecurity	Reported Q1
SKPI40	% RAG status for delivery against Annual Delivery Plan	Reported Q1
SKPI41	Adverse events: Number of Category 1 Information Governance events and events requiring reporting under RIDDOR	Reported Q1
SKPIs - Not Reported this Quarter		**Data Due**
SKPI15b	Employee Engagement Index - Dentists in Training	Data Due Q2
SKPI21b	% of learning products which include value based health and social care	Data Due Q2
SKPI22	Net Promoter Score for stakeholders who rate themselves likely to recommend NES to colleagues and associates	No Data
SKPI32	% of audit actions which are completed within agreed timescale	Data Due Q2
SKPI34	CO2 emissions (estates)	No Data
SKPI29a	Number of young people participating on a school-based pilot pathway	SKPI Closed
SKPIs - Not Measured		**Current Status**
SKPI11	% of learners that tell us their education & training will improve their practice	No Data
SKPI12	% of learners who score their learning experience as 80% or above	No Data
SKPI16	Clinical Training Environment	No Data
SKPI18	Uptake of learning products by sector as % of total reach (10)?	No Data
SKPI19	% of learners and trainees from the 20% most deprived data zones in Scotland (SIMD)	No Data
SKPI20	% of learners and trainees by protected characteristics as compared to population of Scotland	No Data
SKPI21a	% of learning products which include sustainability	No Data
SKPI26	% of health and social care workforce who report being confident in using digital ways of working	No Data
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
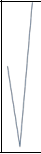
NHS EDUCATION FOR SCOTLAND - BALANCED BUSINESS SCORECARD

PEOPLE
How well do we support our staff?

- Employee satisfaction
- Staff wellbeing
- Employee Diversity & Inclusion

PERFORMANCE
How well do we perform as an organisation?

- Efficiency and value
- Climate sustainability
- Financial performance
- Delivery performance

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.

PEOPLE
How well do we support our learners and trainees?

- Learner scale & reach
- Learner experience
- Quality of clinical training environment
- Attraction, reach and accessibility
- Sustainability focussed education

PARTNERSHIPS
How well do we meet the needs of our partners?

- Stakeholder satisfaction
- Research & collaboration
- Data utilisation
- Digital skills
- Coproduction
- Supporting young people
- Credit rating

Quarterly Progress		
Highlights	Key challenges	Actions for next quarter
* Improvements in governance: All SKPIs are now scrutinised by the newly formed Planning & Performance Committee prior to being presented to the Board. All Governance Committees receive quarterly reports on all SKPI 's that have been delegated to their remit. * Within this reporting period 63% of SKPIs have been reported with a green RAG status, this is an increase of 4% in comparison to the last reporting period.. *RAG status for all established reported measures have been agreed.	* Work is ongoing on those measures which have not yet been reported. Progress has been noted by the Education and Quality Committee and interim solutions are being developed, to support with this, recruitment is currently underway for a Business Analyst who will capture the exact business requirements for NES and develop a proposed technical solution that will be presented to the Executive Team for approval.	* Continue to develop measures, and data collection and analysis methods, for KPIs which have not yet been reported. *Continue to focus on the recording of improvement actions for individual measurements and embedding target action completion dates into routine reporting. *KPI Annual Review commenced in Q1 and will be completed in Q2 and presented to future NES Board development session.

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	Target Action Completion Date	Governance Committee	Responsible Director/Lead	RAG Scores		
SKPI01	Employee Engagement Index	84	84	Qtr1 -25/26		↔	Annually	The overall iMatter survey Employee Engagement Index in 2025 is 84 which is the same EEI achieved in 2024.	The EEI score has remained the same in 2025. There has been a small reduction in the number of staff being sent the survey (down by 1) and overall, 26 more surveys were completed in 2025. Considering the current fiscal climate and announcement of the creation of a new organisation staff engagement within NES has remained high. National data will be available in November when the national iMatter report is published.	N/A	Staff Governance Committee	Karen Reid	<75%	75-81%	82%+
SKPI02	Proportion of staff who report having the time and resources to support their learning and growth	81.0%	81.0%	Qtr1 -25/26		↑	Annually	The proportion of staff reporting sufficient time and resources for their learning and growth in the iMatter 2025 survey remained at 81 which is the same as in 2024.	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	Karen Reid	<70%	70-79%	80%+
SKPI03	Staff retention rate (voluntary leavers)	97.2%	97.5%	Qtr1 -25/26		↔	Quarterly	Staff retention decreased slightly to 97.2% in Q1 2025/26 from the previous quarter's high of 97.5%. r. The data excludes employees on fixed-term contracts.	While this represents a minor dip, the overall retention rate remains strong, indicating a continued high level of staff commitment. Excluding end-of-fixed-term contracts, the top three reasons for leaving were retirement, new employment within NHS Scotland, and voluntary resignation. Action: In response to the slight downturn, a focused analysis of Q1 2025/26 exit questionnaire data will be carried out to identify if there are any new or accelerating reasons for staff departure.	Q2 2025/26	Staff Governance Committee	Karen Reid	<80%	80-84%	85%+
SKPI04	Vacancy Rate	108	132	Qtr1 -25/26		↓	Quarterly	The number of advertised vacancies has decreased from 132 in Q4 2024/25 to 108 in Q1 2025/26, indicating a downward shift following the previous quarter's peak.	The reduction in advertised vacancies aligns with the expected post-campaign stabilisation following the planned recruitment surge in Q4. This trend supports the effectiveness of the recruitment scheduling and workforce planning measures. The ET Sub Group will continue to monitor vacancy levels to ensure alignment with workforce needs and budgeted posts, maintaining oversight on any emerging patterns. The RAG parameters will be reviewed at Q2 to ensure they remain appropriate for	Q2 2025/26	Staff Governance Committee	Karen Reid	>100%	100-30%	<30%
SKPI05	Sickness Absence Rate	3.1%	3.0%	Qtr1 -25/26		↔	Quarterly	The sickness absence rate has slightly increased to 3.1% in Q1 2025/26, up from 3.0% in the previous quarter, marking a modest rise. The SKPI is now flagged as amber.	The slight increase in sickness absence to 3.1% will be monitored to assess whether it reflects a seasonal variation or signals emerging concerns. The most frequently reported reasons for absence this quarter were Mental health-related issues (e.g. anxiety, stress, depression), Unclassified known causes, Musculoskeletal problems and Cold, cough, flu. Managers are reminded to ensure accurate reporting and to support staff wellbeing through available resources, with particular attention to mental health and musculoskeletal support services. NES continues to perform well in comparison to other NHS Boards.	N/A	Staff Governance Committee	Karen Reid	>4.0%	3.1-4.0%	<=3%
SKPI06a	Gender pay equality	4.0%	4.3%	Qtr4 -24/25		↓	Annually	The updated pay gap calculations include all NES staff, including Core Staff and Doctors and Dentists in training, as of March 2025. - The gender pay gap is 3.98 %, a slight decrease from 4.0% in 2024. However, if DDIT are excluded the gender pay gap is 16.82%.	The gender pay gap has increased since 2023, while the disability and ethnicity pay gaps continue on a downward trajectory. This shift appears to be influenced by a number of senior appointments which are predominantly on higher AfC pay bands. The full Employment Equality Monitoring Report was approved for publication by the Staff Governance Committee in August and is available on the NES website. Data for 2025 will be included in the Equalities Monitoring update in Q2 2025/26.	Q2 2025/26	Staff Governance Committee	Christina Bichan/Karen Reid	>10%	5-10%	<5%
SKPI06b	Disability pay equality	6.2%	6.4%	Qtr4 -24/25		↓	Annually	- The pay gap for disabled staff is 6.36% which is lower than 2023 and 2022.	The gender pay gap has increased since 2023, while the disability and ethnicity pay gaps continue on a downward trajectory. This shift appears to be influenced by a number of senior appointments which are predominantly on higher AfC pay bands. The full Employment Equality Monitoring Report was approved for publication by the Staff Governance Committee in August and is available on the NES website. Data for 2025 will be included in the Equalities Monitoring update in Q2 2025/26.	Q2 2025/26	Staff Governance Committee	Christina Bichan/Karen Reid	>16%	10-16%	<10%
SKPI06c	Ethnicity pay equality	8.8%	9.5%	Qtr4 -24/25		↓	Annually	- 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 since 2023, while the disability and ethnicity pay gaps continue on a downward trajectory. This shift appears to be influenced by a number of senior appointments which are predominantly on higher AfC pay bands. The full Employment Equality Monitoring Report was approved for publication by the Staff Governance Committee in August and is available on the NES website. Data for 2025 will be included in the Equalities Monitoring update in Q2 2025/26.	Q2 2025/26	Staff Governance Committee	Christina Bichan/Karen Reid	>12%	10-12%	<10%
SKPI07a	% of disabled staff	4.8%	3.8%	Qtr4 -24/25		↑	Annually	This data is based on NES Core Staff up to March 2025.	Comms was issued to staff during 2024 to encourage updates to the eESS system. There was a particular focus on encouraging disclosure of disability and there has been an upward trajectory in the % of disabled staff in NES. The ONS estimate of working age disabled population is 24%. The RAG status has been changed to reflect that. The Staff Governance Committee asked if a more achievable target could be considered by looking at other employment statistics but there is a lack of data from sectors due to under-reporting. 5.7% of NHS staff in England have declared a disability on their employment record but it is recognised that this is also under-reported with the NHS England Staff survey reporting 25% of staff reporting a disability, which is reflective of the ONS estimate of working age disabled population. The overall NHS Scotland statistics is 4%. In discussion with the Business Disability Forum advisor, a more realistic target to work towards for NES would be 7-8%. The Board is asked to consider a change to the RAG status to reflect that.	Q2 2025/26	Staff Governance Committee	Christina Bichan	<10%	10-20%	>20%
SKPI07b	% of Minority Ethnic staff	5.3%	5.3%	Qtr4 -24/25		↑	Annually	This data is based on NES Core Staff up to March 2025.	The rate of staff who are from a minority ethnic background has remained stable from March 2024 to March 2025 and reflects the working age minority ethnic population in Scotland. Further analysis is underway as part of the Equality and Diversity Employment monitoring report, due at the August Staff Governance Committee. This will review data at all stages of the employment journey to identify if there are specific actions required. NES published its Anti-Racism Action Plan in April 2025 and actions will be progressed in relation to employment as part of the plan.	Q2 2025/26	Staff Governance Committee	Christina Bichan	<2%	2-4%	>4%

SKPI07c	% of LGB staff	5.7%%	5.4%	Qtr4 -24/25		<->	Annually	This data is based on NES Core Staff up to March 2025.	The proportion of staff identifying as LGB has increased from 5.4% to 5.75% over the past year, continuing a positive trend in self-identification. This upward trend suggests growing confidence in NES's inclusive culture and data practices. As with SKPI7a and SKPI7b, further analysis will be included in the upcoming Equality and Diversity Employment Monitoring Report to be presented to the August Staff Governance Committee. This will explore representation across the employment lifecycle and inform targeted actions to support LGB staff visibility, inclusion, and progression.	Q2 2025/26	Staff Governance Committee	Christina Bichan	<2%	2-3%	>3%
SKPI08	Staff Inclusion Score (WAS: % of staff who experience NES as an inclusive organisation)	3.86	3.77	Qtr1 -25/26		↑	6-monthly	This NES Staff survey is based on 7 statements (1=Strongly Disagree to 5=Strongly Agree) as indicators for inclusion. 317 staff responded to the survey issued in May (26.0% response rate). This is lower than the response rates for survey 1 (34.3%) and similar to survey 2 (26.6%) in 2024. Demographic information was requested in order to identify any differences in responses across characteristics in the workforce. The 'prefer not to say' and 'Did not answer' responses across the demographic questions vary from 3.5% (age) to 20.82% (disability)	The average score from the survey is 3.86. This is slightly higher than the previous 2 surveys. This survey asked participants to answer which Directorate they work in and a report will be prepared for individual Directorates. Analysis is underway of the free text comments and feedback to staff will be prepared on the survey findings, including discussing actions to address any themes idenfitied through the survey and the comments. Overall scores from Men, those who have disclosed a disability and LGB sexual orientation are lower than the overall score. Higher scores are in women, non-disabled, minority ethnicities, Christian and those who are carers.	31/08/2025	Staff Governance Committee	Christina Bichan	<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	Target Action Completion Date	Governance Committee	Responsible Director/Lead	RAG Scores		
SKPI09	Total number of accesses to NES learning products	886628	873202	Qtr1 -25/26		↔	Annually	No metric currently available across all NES products. Current reporting is on e-learning products and, given quarterly fluctuation, on an annual basis. The Digital Learning Infrastructure will support higher data quality for this measurement when implemented.	Increase may be attributed to the onboarding of Golden Jubilee and consolidation onto National Modules within Mandatory Training. The creation of a centralised learner record as part of the Digital Learning Infrastructure will support reporting. NSS onboarded within this reporting period and Learn has been extensively promoted especially within Social Care.	N/A	Education & Quality Committee	Kevin Kelman	<700K	700-800K	>800K
SKPI10	Number of health and social care staff accessing NES learning products as a % of the health and social care workforce	45%	40%	Qtr1 -25/26		↔	Annually	No metric currently available across all NES products. Current reporting is on e-learning products only. The Digital Learning Infrastructure will support higher data quality for this measurement when implemented.	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 the Digital Learning Infrastructure will support reporting. NSS onboarded within this reporting period and Learn has been extensively promoted especially within Social Care.	N/A	Education & Quality Committee	Kevin Kelman	<30%	30-39%	>39%
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 exisiting sources. It was intended to provide initial (partial) data in Q2 24/25, but a technical solution is being developed to take this forward, the timeline for this is dependent on the recruitment of the necessary skills from a business analysis.	TBC - Dependent on the recruitment of the necessary skills from a business analysis.	Education & Quality Committee	Kevin Kelman			
SKPI12	% of learners indicating they are 'satisfied' or 'very satisfied' with their learning experience	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. It was intended to provide initial (partial) data in Q2 24/25, but a technical solution is being developed to take this forward, the timeline for this is dependent on the recruitment of the necessary skills from a business analysis.	TBC - Dependent on the recruitment of the necessary skills from a business analysis.	Education & Quality Committee	Karen Wilson			
SKPI13a	Medical Funded trainee placements - Vacancy Rate (WAS Fill rate)	14%	0%	Qtr1 -25/26		↓	Quarterly	Recruitment of resident doctors in training round 1 and round 2 are now complete. There are no programmes with less than 85% fill rate in Round One (Core training recruitment) this year. Round 2 data demonstrates that there are 9 out of 66 programmes which have filled to <85% which is 14% as an overall rate.	Core and higher training programmes have an increased fill rate this year. We are delighted by the popularity of training in Scotland and are grateful to our Health Board colleagues for supporting recruitment of resident doctors in training. There are 3 programmes in which there remained low fill rates from a national recruitment point of view. We have recruited locally to Geriatric medicine, Clinical Oncology and Acute internal medicine and we will be able to update in next Q as to the success of this innitiative.	Q2 2025/26	Education & Quality Committee	Emma Watson	>20%	10 - 20%	< 10%
SKPI13b	Dental Funded trainee placements - Vacancy Rate (WAS Fill rate)	2.5%	13%	Qtr1 -25/26		↔	Quarterly	Recruitment has recently concluded for all cohorts starting in September with only minimal vacancies in DCT and Dental Therapy VT. All other programmes are 100% filled.	Much improved response to recruitment in 2025. However historically DCT can still fluctuate before the start date in September and where necessary local recruitment will be put in place.	N/A	Education & Quality Committee	Lee Savarrio	>20%	10 - 20%	< 10%
SKPI14a	Medical Funded trainee placements - Non-completion rate	0.0%	5%	Qtr1 -24/25		↓	Annually	Trainees who did not receive an outcome 1 or 6 in their ARCP	Continue to monitor		Education & Quality Committee	Emma Watson	>10%	5 - 10%	< 5%
SKPI14b	Dental Funded trainee placements - Non-completion rate (Vocational Training)	5.0%	4%	Qtr1 -25/26		↔	Annually	Trainees who did not receive Satisfactory completion or Extension of training	The non completion rate appeared higher in 2024. This was because two VDPs did not complete in summer 2024 ; one VDP required additional clinical training and the other VDP was offered additional training after a period of extended absence due to medical treatment, which was out with our control.	N/A	Education & Quality Committee	Lee Savarrio	>10%	5 - 10%	< 5%
SKPI14c	Dental Funded trainee placements - Non-completion rate (Core Training)	1.5%	3.9%	Qtr1 -25/26		↔	Annually	Trainees who did not receive an outcome 1 in their ARCP	Interim RCPs took place in Q4 of 2024/25 with 70 DCTs on target to obtain satisfactory outcomes at RCPs in July 2025 for the 2024/25 training year.	Q2 2025/26	Education & Quality Committee	Lee Savarrio	>10%	5 - 10%	< 5%
SKPI14d	Dental Funded trainee placements - Non-completion rate (Dental Speciality Training)	0.0%	No Data	Qtr1 -25/26		↓	Annually	Specialty RCPs took place over two dental specialties in Q1 with one trainee obtaining a satisfactory outcome. No Specialty Trainees (ST) completed training during Q1.	Continue to monitor.		Education & Quality Committee	Lee Savarrio	>10%	5 - 10%	< 5%
SKPI15a	Employee Engagement Index – Doctors in Training	80.4%	79.3%	Qtr1 -25/26		↑	Annually	Annual data. First presented Q1 2023-24. Overall satisfaction of Doctors in Training as measured by GMC NTS data	GMC National Training Survey 2025 -Scotland are number one in overall satisfaction rankings in the 4 nations. Out of 18 deaneries NES are ranked 4th for overall satisfaction. NES has 20 programmes ranked number 1 in the UK for overall satisfaction	N/A	Education & Quality Committee	Emma Watson	<60%	60 - 70%	> 70%
SKPI15b	Employee Engagement Index - Dentists in Training	84%	90%	Qtr2 -24/25		↔	Annually	Reporting on Vocational Training and Core/Speciality Training. VT Satisfaction survey is mandatory and attracts a 100% completion rate. The trainee survey for Core and Specialty training is not mandatory and responses have declined in recent years. The 2024 survey response rate being 68.64%.	Investigate possibility of reporting other cohorts. There is no firm evidence as to this reduced engagement with the annual survey. Anecdotally it may be a result of trainees electing not to respond rather than express dissatisfaction with the reality of their post. Quality management visits take place across the training sites which should assist in picking up concerns to allow remedial action if appropriate.		Education & Quality Committee	Lee Savarrio	<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	119120	123118	Qtr1 -25/26		↑	Quarterly	The average number of engaged sessions on the NHS Scotland Careers website for 24/25 was 138,998. The number of engaged sessions in Q1 25/26 was 119,120, which is 14% below the baseline figure (average number of engaged sessions in 24/25). This is still above the RAG threshold of 80,000, maintaining a green rating.	While engaged sessions saw a slight decrease of 3% from Q4 24/25 to Q1 25/26 (123,118 to 119,120), this reduction is offset by positive shifts in user engagement quality. Our engagement rate increased by 3.39%, rising from 61.50% to 64.89%. Concurrently, the bounce rate significantly improved, falling by 4.41% from 39.52% to 35.11%. This suggests that despite a marginal dip in the raw number of engaged sessions, the sessions we are getting are more valuable, with users showing greater interaction and less immediate abandonment of our content.	N/A	Staff Governance Committee	Karen Reid	<60,000	60-80,000	>80,000

SKPI	Description						Frequency	Commentary	Detail	Date/Dependency	Committee	Lead			
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 the Digital Learning Infrastructure will support reporting.	Data availablity dependent on Digital Learning Infrastructure.	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. Further development on questions on postcode and selected characteristics has been undertaken. It was intended to provide initial (partial) data in Q1 25/26, but a technical solution is required to take this forward, the timeline for this is dependent on the recruitment of the necessary skills from a business analysis.	TBC - Dependent on the recruitment of the necessary skills from a business analysis.	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. Further development on equality monitoring questions has been undertaken. It was intended to provide initial (partial) data in Q1 25/26, but a technical solution is required to take this forward, the timeline for this is dependent on the recruitment of the necessary skills from a business analysis.	TBC - Dependent on the recruitment of the necessary skills from a business analysis.	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. Short term proposal reporting on progress of take up of National Climate Change and Sustanabilty module. Data measures will be reported from Q2 2025/26	Q2 2025/26	Education & Quality Committee	Karen Wilson			
SKPI21b	% of learning products which include value based health and social care	7.00	7.00	Qtr4 -24/25		↑	6-monthly	Total number of NES learning products dedicated to VBH&C currently available on TURAS. As part of the Realistic Medicine work commissioned by Scottish Government a total of seven e-learning resources have been developed by the NES QI Team with a specific focus on Value Based Health and Care.	It is not anticipated that any further resources will be developed by the QI Team in relation to VBH&C as part of this commission over the next twelve months, and a very limited number of resources, if any, in the longer term.	N/A	Education & Quality Committee	Karen Wilson	<5	5 - 6	>6

Measure ID	Measure Name	Most recent performance	Previous reported performance	Most recent reporting period	Trend Line	Desired Direction	Frequency	Data Narrative	Insights and Action	Target Action Completion Date	Governance Committee	Responsible Director/Lead	RAG Scores		
SKPI22	Net Promoter Score for stakeholders who rate themselves likely to recommend NES to colleagues and associates	-15	-10	Qtr2 -24/25		↑	6-monthly	Activities over the past two quarters have focused on the actions arising from the NES Stakeholder Survey Action Plan to address the NPS score of -15, including improving communications to increase awareness of NES's strategies, creating a coherent brand, developing a once for NES approach to communications and marketing and evaluating progress.	Following the announcement of NES's move into a new organisation from the 1st April 2026, it is proposed that data capture on this metric is paused. Development of a communication and branding approach for the new organisation will be a key deliverable of the project being led by Scottish Government to establish the new organisation.	N/A	Planning and Performance Committee	Karen Reid	<5	5 - 7	>=8
SKPI23	Number of education, research and strategic collaborations	44	34	Qtr1 -25/26		↔	Quarterly	Cumulative activity progressing, number of collaborations identified as: Collaborations supporting coherent learning provision in H&SC with national partners n = 9, collaborative workstreams n = 21, with colleges and universities n = 7, with other NHS Boards n = 4 and learning collaborations across the 4 Nations n = 3	Cumulative collaborative activity is maturing and consolidating, reporting methodology refined. Nominated NES Exec leads for each partnership established and understanding of enhanced activity is embedding. Productive Scotland centric activity with increasing outputs. 4 Nations collaboration evolving with 6 key themes identified.		Education & Quality Committee	Kevin Kelman	<25	25-35	>35
SKPI24	Number of innovation initiatives invested in, including in collaboration with other stakeholder organisations	18	14	Qtr1 -25/26		↔	Quarterly	Realignment of Research and Innovation Reference Group, corresponding with agreed revised approach to Research and Innovation Plan. Maturing activity, complemented by Learning & Education Reference Group activity continues to inform strategic development clusters, sharing intelligence and anticipating productive networking opportunities across all NES directorates and with stakeholders.	Realignment of Research and Innovation Reference Group, corresponding with agreed revised approach to Research and Innovation Plan. Maturing activity, complemented by Learning & Education Reference Group activity continues to inform strategic development clusters, sharing intelligence and anticipating productive networking opportunities across all NES directorates and with stakeholders.		Education & Quality Committee	Kevin Kelman	<10	10-14	>14
SKPI25	% of Service Providers who report utilising NES provided workforce data	100%	100%	Qtr1 -25/26		↔	Quarterly	Our analysis services have Informed: - The allocation of PG medical posts between NHS Boards - The allocation of AHP placements between universities and Boards - A number of FOIs and IRs - The intake into pre-registration nursing and midwifery courses - the intake into paramedic science courses - the number of International Recruits and their retention In NHS Scotland.	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.	Ongoing.	Staff Governance Committee	Karen Reid	<=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			-		The Digital Capabilities and Confidence Programme was established in NES near the end of Q3 in December 2024. As part of this programme it was identified that the workforce in NES would be asked to complete a digital self assessment in which to create a baseline to measure upskilling and confidence levels against around digital capabilities.	Work during Q1 has focused on gathering data points in order to establish a baseline of confidence and capability levels across job families. This work is concluding now and will form the baseline for future measurement of shift and improvement which we will report through the SKPIs. reports.	Q2 will see the reporting of the shifts in confidence levels from the baseline across job families	Planning and Performance Committee	Karen Reid			
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. Data will be reported following the launch of the Involving People and Communites Framework.	TBC - Awaiting date of launch of the Involving People and Communities Framework.	Education & Quality Committee	Gordon Paterson			
SKPI28	% of technology, data and digital developments which are shaped by staff, learner and partners feedback	100%	100%	Qtr1 -25/26		↔	Quarterly	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.	Ongoing.	Planning and Performance Committee	Christopher Wroath	<=95%	>95 <=97%	>97%
SKPI29a	Number of young people participating on a school-based pilot pathway	25	35	Qtr1 -24/25		↔	Quarterly	The pilot qualification was complete in June 2024. There is no change to the data since that time	The qualification piloted last year is still being delivered separately by Fife College, and NES Youth Academy team are part of a steering group for Fife, which will allow us to learn lessons from Fife's delivery and potential for wider use in the future. Lessons learned from the pilot and Fife's delivery are informing other work in the Youth Academy project, including the development of guidance to support meta-skills application in the health and social care sectors.	SKPI Closed	Education & Quality Committee	Kevin Kelman	<21	21-40	>=41
SKPI29b	Number of collaborations to support employability and engagement of young people	9	9	Qtr1 -25/26		↑	Quarterly	9 regional huddle and related groups established, supporting youth engagement and employability. Continued collaboration ongoing with all Scottish Universities that deliver Medical degrees, Boards and third sector partners to focus on Attraction to Medicine. Number of collaborative partnerships recorded may increase during the year as support for partners continues.	A number of actions have been progressed; work with Medical Schools Council, Universities UK and other partners to develop the Your Med Future resource providing information to support application to undergraduate Medicine. Developing resources to support Simulation learning in schools, proposal for an S1 – S3 engagement programme in Tayside, and a proposal for a pilot with DHI Moray/Highland.		Education & Quality Committee	Kevin Kelman	<5	5-8	>8
SKPI30	Number of NES programmes of education and training which are SCQF credit rated	40	40	Qtr1 -25/26		↔	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.	31/12/2026	Education & Quality Committee	Kevin Kelman	<33	33-37	>37

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	Target Action Completion Date	Governance Committee	Responsible Director/Lead	RAG Scores		
SKPI31	Achievement of agreed savings % against annual budget	104%	116%	Qtr1 -25/26		↑	Quarterly	Full year savings target set at operational planning exceeded by c£1.4m due to longer recruitment timelines increasing vacancy lag saving.	All individual directorate savings targets met. A number of internal appointments meant the number of vacant posts in system contributed to higher vacany lag savings.		Audit & Risk Committee	Jim Boyle	<85%	85 -95%	>=95%
SKPI32	% of audit actions which are completed within agreed timescale	66%	63%	Qtr4 -24/25		↑	Quarterly	The two overdue internal audit actions are substantially complete and the timescales have been revised to March 24	The overdue audit actions are substantially complete or require national agreement and implementation. NES continue to drive the actions forward and timelines have been updated to reflect the wide level of engagement required.		Audit & Risk Committee	Jim Boyle	<50%	51-74%	>=75%
SKPI33	Benefits realisation/ ROI from corporate change activities	80%	75%	Qtr1 -25/26		↑	Quarterly	Five programmes in delivery during reporting period. All programmes reporting as Green for Budget adherence, Schedule Adherence and Benefits management adherence.	Imporvement in score as result from stakeholder feedback mechanism established for HR Transformation.	No further action as target met for the financial year	Planning and Performance Committee	Karen Reid	<50%	51-74%	>=75%
SKPI34	CO2 emissions (estates)	5.74	No Data	Qtr2 -23/24		-	6-monthly	Q2 data for Westport office only 5.74 tCO2e	We require a period of stability in our office estate following multiple reconfigurations to produce a reliable benchmark.	We will reset this work in 2025/26 and establish a more systematic way to gather this evidence with all landlords and building owners. A comprehensive data set will be developed for the next ARC meeting in October.	Audit & Risk Committee	Jim Boyle			
SKPI35	CO2 emissions (staff and business travel)	19.01	14.83	Qtr1 -25/26		-	Quarterly	Air 7.09 tCO2e; Rail 4.67 tCO2e; Hotel 7.25 tCO2e	Although higher than the previous quarter, CO2 emissions from travel are down on the same quarter last year. The postponement of the relocation from Westport will not affect NES emissions this year with any impact being seen in the new Board. To be monitored closely to ensure the overall annual trend continues to be downwards.	Targets and rag status will be developed during the financial year 2025/26	Audit & Risk Committee	Jim Boyle	<50%	51-74%	>=75%
SKPI36	Projected variance of budgeting within 0.5% at year end	-0.13%	0.02%	Qtr1 -25/26		↑	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. c£0.5m of SG allocations remain outstanding however expectation is these will be on final allocation letter at end of April.	No further action as target met for the financial year	Board	Jim Boyle	>1.0%	0.51-1.0%	<=0.5%
SKPI37	Number of complaints or concerns upheld and partially upheld	0	0	Qtr1 -25/26		↔	Quarterly	Over the last 12 quarters, the number of (partially) upheld Stage 2 complaints has remained stable between 0 and 2	Performance remains in line with previous quarters, this quarter there were 0 stage 2 complaints received. Continue to monitor. Action 1: Provide training for NES staff and Complaints Leads	Action 1: August 2025	Planning and Performance Committee	Christina Bichan	3+	2	0 - 1
SKPI38	Number of unplanned outages to NES systems (internal and external)	0	2	Qtr1 -25/26		↓	Quarterly	Minimal outage times, no impact on delivery of service	One of the outages during Q4 was outwith NES's control and was in relatoin to the NSS National CHIXML interface due to configuration issues for SWAN. This outage impacted on 6 NDP applications for a period of 11 hours (02:41am - 13:38pm on the 15/01/2025).	N/A	Planning and Performance Committee	Christopher Wroath	3+	2	0 - 1
SKPI39	% NIS Audit Compliance Score for Cybersecurity	94%	92%%	Qtr1 -25/26		↔	Quarterly	Target of 60% set by Scottish Government	NES is performing well in this area. Continue to monitor.	N/A	Planning and Performance Committee	Christopher Wroath	<60%	60-69%	>=70%
SKPI40	% RAG status for delivery against Annual Delivery Plan	15%	16%	Qtr1 -25/26		↓	Quarterly	% of deliverables which are delayed at Quarter end (% Red and Amber).	2025/26 delivery is currently at 85% completed / on track. Mitigating actions in place for Red / Amber deliverables and progress will continue to be monitored. Projected Quarter 2 (Q2) status has been provided for all deliverables. Support will be provided to directorates during the Q2 reporting window as required. *** At the time of writing (28 July 2025) the 12 NHS Scotland Academy (NHSSA) Q1 deliverable updates have been reported in draft due to joint NHSSA governance arrangements between NES and NHS Golden Jubilee. The final 2025/26 Q1 position will be confirmed verbally via introductory comments to the 2025/26 Q1 Delivery Report at the 11 August 2025 Planning & Performance Committee meeting. The final position will then be formally reported within the 2025/26 Q1 Delivery Report to the NES Board at their meeting on 21 August 2025.	Red / Amber deliverables will continue to be monitored during Q2 and support provided as required. The 2025/26 Q2 Delivery Report will be presented to the NES PPC and Board in November 2025.	Planning and Performance Committee	Christina Bichan	31+%	21-30%	<=20%
SKPI41	Adverse events: Number of Category 1 Information Governance events and events requiring reporting under RIDDOR	0	0	Qtr1 -25/26		↓	Quarterly	As defined by SG InfoSecurity impact level descriptors	As per previous reporting to IS governance groups	N/A	Planning and Performance Committee	Christopher Wroath	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 indicating they are 'satisfied' or 'very satisfied' with their learning experience		
SKPI13a	Medical Funded trainee placements - Vacancy Rate (WAS Fill rate)	Percentage of programmes which have a fill rate of below 85%	
SKPI13b	Dental Funded trainee placements - Vacancy Rate (WAS Fill rate)	Percentage of programmes which have a fill rate of below 85%	• Pre-reg dental nurse programme • Orthodontic therapy • Post-reg programmes • Vocational Training • DCT 1,2,3 • Specialty training
SKPI14a	Medical Funded trainee placements - Non-completion rate	Trainees who did not receive an outcome 1 or 6 in their ARCP	
SKPI14b	Dental Funded trainee placements - Non-completion rate (Vocational Training)	Trainees who did not receive Satisfactory completion or Extension of training - Vocational Training.	Vocational Training and Core Training included. Dental nurses excluded.
SKPI14c	Dental Funded trainee placements - Non-completion rate (Core Training)	Trainees who did not receive Satisfactory completion or Extension of training - Core Training.	NES core staff
SKPI14d	Dental Funded trainee placements - Non-completion rate (Dental Speciality Training)	Trainees who did not receive Satisfactory completion or Extension of training - Dental Specialty Training.	NES Dental Specialty 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	Delivery of a baseline report including number of innovation workstream activities developed or in development categorised by •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) Report cumulative as year proceeds, and inclusive of measurable outputs as applicable for individual workstream activity	
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 cumulativley , building on this number and ultimately to look at more qualitiative measures relating to	
SKPI28	% of technology, data and digital developments which are shaped by staff, learner and partners feedback		
SKPI29a	Number of young people participating on a school-based pilot pathway	Number of young people participating on a school-based pilot pathway	
SKPI29b	Number of collaborations to support employability and engagement of young people	Number of Youth Academy huddle groups established and meeting regularly to support employability and engagement of young people	Excl
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

Strategic Key Performance Dashboard - 25/26

NHS Education for Scotland

People	Qtr1 25-26	12	23-Jul-25	25-Sep-25
Strategic Theme	Reporting Period	# Total Active Measures	Last Updated	Next Data Collection

- People
- Learners & Trainees
- Partnerships
- Performance

2-period Moving Average

A 2-period moving average is a method of trending data by calculating the average of the last two data points. It is used and often preferred to reduce the impact of short-term fluctuations and instead highlight longer-term trends

Corporate Strategy 2023-26

Employee Engagement Index

84.0	84.0	Current RAG Score (Green)
Latest Performance	Previous Performance	

Latest Insights: The EEI score has remained the same in 2025. There has been a small reduction in the number of staff being sent the survey (down by 1) and overall, 26 more surveys were completed in 2025. Considering the current fiscal climate and announcement of the creation of a new organisation staff engagement within NES has remained high. National data will be available in November when the national iMatter report is published.

Staff Reporting Time & Resources to Support Learning & Growth

81.0%	81.0%	Current RAG Score (Green)
Latest Performance	Previous Performance	

Latest Insights: 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 Retention (Voluntary Leavers)

97.2%	97.5%	Current RAG Score (Green)
Latest Performance	Previous Performance	

Latest Insights: While this represents a minor dip, the overall retention rate remains strong, indicating a continued high level of staff commitment. Excluding end-of-fixed-term contracts, the top three reasons for leaving were retirement, new employment within NHS Scotland, and voluntary resignation. Action: In response to the slight downturn, a focused analysis of Q1 2025/26 exit questionnaire data will be carried out to identify if there are any new or accelerating reasons for staff departure.

Vacancy Rate

108	132	Current RAG Score (Yellow)
Latest Performance	Previous Performance	

Latest Insights: The reduction in advertised vacancies aligns with the expected post-campaign stabilisation following the planned recruitment surge in Q4. This trend supports the effectiveness of the recruitment scheduling and workforce planning measures. The ET Sub Group will continue to monitor vacancy levels to ensure alignment with workforce needs and budgeted posts, maintaining oversight on any emerging patterns.
The RAG parameters will be reviewed in Q2 to ensure they remain appropriate for desired performance.

Sickness Absence Rate

3.1%	3.0%	Current RAG Score (Yellow)
Latest Performance	Previous Performance	

Latest Insights: The slight increase in sickness absence to 3.1% will be monitored to assess whether it reflects a seasonal variation or signals emerging concerns. The most frequently reported reasons for absence this quarter were Mental health-related issues (e.g. anxiety, stress, depression), Unclassified known causes, Musculoskeletal problems and Cold, cough, flu. Managers are reminded to ensure accurate reporting and to support staff wellbeing through available resources, with particular attention to mental health and musculoskeletal support services. NES continues to perform well in comparison to other NHS Boards.

Gender Pay Equality

4.0%	4.3%	Current RAG Score (Green)
Latest Performance	Previous Performance	

Latest Insights: The gender pay gap has increased since 2023, while the disability and ethnicity pay gaps continue on a downward trajectory. This shift appears to be influenced by a number of senior appointments which are predominantly on higher AfC pay bands. The full Employment Equality Monitoring Report was approved for publication by the Staff Governance Committee in August and is available on the NES website. Data for 2025 will be included in the Equalities Monitoring update in Q2 2025/26.

Disability Pay Equality

6.2%	6.4%	Current RAG Score (Green)
Latest Performance	Previous Performance	

Latest Insights: The gender pay gap has increased since 2023, while the disability and ethnicity pay gaps continue on a downward trajectory. This shift appears to be influenced by a number of senior appointments which are predominantly on higher AfC pay bands. The full Employment Equality Monitoring Report was approved for publication by the Staff Governance Committee in August and is available on the NES website. Data for 2025 will be included in the Equalities Monitoring update in Q2 2025/26.

Ethnicity Pay Equality

8.8%	9.5%	Current RAG Score (Green)
Latest Performance	Previous Performance	

Latest Insights: The gender pay gap has increased since 2023, while the disability and ethnicity pay gaps continue on a downward trajectory. This shift appears to be influenced by a number of senior appointments which are predominantly on higher AfC pay bands. The full Employment Equality Monitoring Report was approved for publication by the Staff Governance Committee in August and is available on the NES website. Data for 2025 will be included in the Equalities Monitoring update in Q2 2025/26.

% Disabled Staff

4.8%	3.8%	Current RAG Score (Red)
Latest Performance	Previous Performance	

Latest Insights: Comms was issued to staff during 2024 to encourage updates to the eESS system. There was a particular focus on encouraging disclosure of disability and there has been an upward trajectory in the % of disabled staff in NES. The ONS estimate of working age disabled population is 24%. The RAG status has been changed to reflect that. The Staff Governance Committee asked if a more achievable target could be considered by looking at other employment statistics but there is a lack of data from sectors due to under-reporting. 5.7% of NHS staff in England have declared a disability on their employment record but it is recognised that this is also under-reported with the NHS England Staff survey reporting 25% of staff reporting a disability, which is reflective of the ONS estimate of working age disabled population. The overall NHS Scotland statistics is 4%. In discussion with the Business Disability Forum advisor, a more realistic target to work towards for NES would be 7-8%. The Board is asked to consider a change to the RAG status to reflect that.

% Minority Ethnic Staff

5.3%	5.3%	Current RAG Score (Green)
Latest Performance	Previous Performance	

Latest Insights: The rate of staff who are from a minority ethnic background has remained stable from March 2024 to March 2025 and reflects the working age minority ethnic population in Scotland. Further analysis is underway as part of the Equality and Diversity Employment monitoring report, due at the August Staff Governance Committee. This will review data at all stages of the employment journey to identify if there are specific actions required. NES published its Anti-Racism Action Plan in April 2025 and actions will be progressed in relation to employment as part of the plan.

% LGB Staff

5.7%%	5.4%	Current RAG Score (Green)
Latest Performance	Previous Performance	

Latest Insights: The proportion of staff identifying as LGB has increased from 5.4% to 5.75% over the past year, continuing a positive trend in self-identification. This upward trend suggests growing confidence in NES's inclusive culture and data practices. As with SKPI7a and SKPI7b, further analysis will be included in the upcoming Equality and Diversity Employment Monitoring Report to be presented to the August Staff Governance Committee. This will explore representation across the employment lifecycle and inform targeted actions to support LGB staff visibility, inclusion, and progression.

Staff Inclusion Score

3.86	3.77	Current RAG Score (Green)
Latest Performance	Previous Performance	

Latest Insights: The average score from the survey is 3.86. This is slightly higher than the previous 2 surveys. This survey asked participants to answer which Directorate they work in and a report will be prepared for individual Directorates. Analysis is underway of the free text comments and feedback to staff will be prepared on the survey findings, including discussing actions to address any themes identified through the survey and the comments. Overall scores for Men, those who have disclosed a disability and LGB sexual orientation are lower than the overall score. Higher scores are in women, non-disabled, minority ethnicities, Christian and those who are carers.

AUDIT AND RISK COMMITTEE   **NES/AR/25/40**

Minutes of the Twentieth Hybrid meeting of NES Audit and Risk Committee held on Thursday 24 April 2025

Present: Jean Ford, (JF) Non-Executive Director and Committee Chair
                     David Garbutt (DG), Board Chair and co-opted ARC member
                     Gillian Mawdsley, (GM) Non-Executive Director - Whistleblowing
                     Champion

In Attendance: Jim Boyle, (JB) Executive Director of Finance
                     Lisa Duthie (LD), Audit Scotland
                     Laura Howard, (LH) Head of Finance
                     Debbie Lewsley, (DL) Risk Manager (item 16)
                     James Lucas, (JL) Internal Audit, KPMG
                     Stephen McNamee (SMc), Head of Corporate Improvement &
                     Programmes (item 8a)
                     Karen Reid, (KR) Chief Executive
                     Lorraine Scott (LS), Associate Manager, Chair and CEO Office
                     Syed Shah (SS) Internal Audit, KPMG
                     Della Thomas, (DT) Board Secretary & Corporate Governance Principal
                     Lead

1.   Chair's welcome and introduction

1.1   The Chair extended a warm welcome to all attendees of the meeting and informed the Committee that David Garbutt, Chair of the NES Board, would be joining as a co-opted member for the Audit and Risk Committee (ARC) in light of the received apologies, ensuring that the meeting could proceed with the necessary quorum.

1.2   The Chair particularly welcomed Syed Shah and James Lucas, Internal Auditors from KPMG and Lisa Duthie from Audit Scotland.

1.3   The Chair advised that Stephen McNamee will be joining to support item 8a, Transformation Programme Assurance and Debbie Lewsley would be in attendance for item 16, Overview of Strategic Risks report.

1.4   The Chair noted that this was Della Thomas' last meeting with NES before her retirement and expressed her best wishes for the future and praised Della's achievements and contributions. Jim Boyle endorsed the Chairs' comments and expressed his personal gratitude for Della's guidance on NHS Governance.

1.5   David Garbutt, noted as Chair of the Board the significant impact on governance Della has made and expressed gratitude for Della's efforts and noted the Boards high performance as a reflection of her work.

2.   Apologies for absence

2.1   Apologies were received from Committee members, Ally Boyle and Olga Clayton, non-executive directors.

2.2   Apologies also received Richard Smith, Audit Scotland.

3.   Declarations of interest

3.1   There were no declarations of interest in relation to the items of business on the agenda of this meeting.

4.   Notification of any other business

4.1   No other business items were identified.

5.   Audit and Risk Committee Minutes 16 January 2025   NES/AR/25/21

5.1   The Committee approved the minute following minor agreed amendments.

6.   Actions of the Audit and Risk Committee   NES/AR/25/22

6.1   The Committee noted that 10 of the 12 actions raised at the meeting on 16 January 2025 are complete, with 2 noted as in progress. The actions raised at the meeting on 3 October 2024 are now complete, with 1 remaining action from the meeting on 12 June 2024.

7.   Matters arising from the Minutes

7.1   There were no matters arising from the previous minutes.

8.   Internal Audit Reports

8a)   Transformation Programme Assurance   NES/AR/25/23

8.1   The Chair welcomed Stephen McNamee to the meeting, who attended to support any questions from the Committee.

8.2   The Chair invited James Lucas to introduce the report for ARC review and to note management actions.

8.3   James Lucas emphasised that considerable attention has been directed towards the ongoing Transformation Programme. He detailed the audit's scope, which encompassed initial governance structures, risk management strategies, approval procedures, and the efficacy of reporting within the Programme. James Lucas informed the Committee that the audit reflects a point-in-time assessment, providing the present condition of the Transformation Programme.

8.4   James Lucas noted that the audit offered substantial assurance with minor enhancements, identifying two moderate issues: the need for better recording of known issues and capturing overall project costs at a Programme level. Furthermore, he noted that while some projects had been completed, they did not undergo post-project implementation reviews at the time of the audit.

8.5   The Chair invited Stephen McNamee to provide an update.

8.6   Stephen McNamee advised that the audit report and its findings were welcomed and valued the external perspective on areas needing improvement. He highlighted to the Committee that two years ago, there was neither a Project Management Office (PMO) nor a Transformation Programme in place which accentuates the significant advancements made in structuring and resourcing in NES. Stephen conveyed his commitment to addressing the audit findings and reported that measures are already underway to resolve the issues identified.

8.7   The Chair opened to the Committee for questions.

8.8   The Committee requested clarification whether the lack of financial monitoring information was due to the PMO not being provided with the necessary data or if there was another gap contributing to this issue.

8.9   Stephen McNamee noted that there are five programmes, with only one funded externally; the other four rely on internal resources and advised that the PMO are tracking staff time as the main resource for Programmes. Jim Boyle added that some projects are in early phases, with expenses included in business cases and financial reports and emphasised that detailed financial reports will be provided for larger initiatives, for example, the Digital Infrastructure Project, to the Programme Board and also in organisational financial reporting.

8.10   The Committee sought clarification on whether the evaluation process for post-project implementation had commenced or if it was established but not yet activated. Subsequently, it inquired whether the sampling exercise had taken into account projects that were adequately completed to initiate the evaluation process and how future audits would address this matter.

8.11   James Lucas explained that the timing of the audit reflected the outcome, as post-project evaluations were not yet complete. He advised that there is a formal process in place for these evaluations, but they had not been conducted due to the recent completion of several projects. He also advised that evaluation timing can vary. However, these are typically six to eighteen months after the project ends to ensure benefits are realised. James assured the Committee that future audits would review the Transformation Programme and include post-project evaluations, possibly analysing benefits realisation for larger projects. He also advised that internal audits generally continue to monitor post-project implementations to ensure timely execution.

8.12   Stephen McNamee also acknowledged that there are terminology differences. He advised the Committee that although formal evaluation reports may not be produced at the end of projects, there is iterative learning, and improvements are ongoing within the programmes. He advised that lessons learned from pilot projects are incorporated into current work, even if not formally documented as evaluations. Stephen confirmed agreement with the audit's recommendations. He confirmed the need for more formal documentation and suggested integrating evaluations throughout the project lifecycle rather than waiting until the end for final evaluation.

8.13   The Committee requested an explanation for the incomplete recording of project outcomes, asking if this was due to finance tracking. It also noted the need for formal evaluations versus action outcomes and requested additional information.

8.14   Stephen McNamee explained that each programme has a Project Initiation Document (PID) outlining objectives, outcomes, goals, and deliverables, which is refined over time, noting that outcomes are more likely to be delivered towards the end of multi-year programmes, making it challenging to evaluate them early on in the project. He also acknowledged the need for enhanced improvement under the audit's recommendation and confirmed that there will be focus on evaluating outcomes more formally as part of each programme's progress.

8.15   The Chair noted that Ally Boyle had submitted questions and agreed to forward them directly to Stephen McNamee and Karen Reid.   **Action: JF**

8.16   The Committee agreed that this report should be presented to the Planning Performance Committee for noting.   **Action: LS**

8.17   The Committee agreed that the report provides assurance and noted the management actions.

8.18   Stephen McNamee left the meeting.

8b)   Climate Change   NES/AR/25/24

8.19   The Chair invited Syed Shah to introduce the report, which comes for review and noting management actions.

8.20   Syed Shah introduced the Climate Change and Sustainability Audit Report, focusing on the governance and reporting arrangements over the progress of climate actions, advising that the audit also covered Data Quality Assurance processes around the statutory reporting for Public Body Climate Change Duty, which involves submitting an annual return to the Scottish Government.

8.21   Syed Shah highlighted that the audit concluded with significant assurance and minor improvement opportunities, raising three medium and two low-risk findings.

8.22   Syed Shah advised that the medium-risk findings in the climate change and sustainability audit report were to include more robust time-bound actions in climate action plans; establishing formal metrics to measure the success of the climate strategy; and to conduct an external stakeholder mapping and resource assessment.

8.23   Syed Shah advised that the low-risk findings was to establishing formal data validation controls around the annual returns.

8.24   Syed Shah assured Committee that periodic reporting includes a narrative around the reasons for overdue actions and any further action plans to address delays.

8.25   The Chair invited Jim Boyle to provide additional information.

8.26   Jim Boyle acknowledged the detailed work conducted by the Internal Audit and noted that some actions were anticipated, as raised in previous Committee meetings, particularly regarding the Action Plan and target dates. He indicated that the report, Climate and Emergency Sustainability, on the agenda at item 17, would address some recommendations, but he acknowledged that more work is needed to monitor targets and implement improvements.

8.27   The Committee asked for a comparison with other organisations regarding climate change audits and raised concerns about the governance aspects, noting that specific mentions of assurance rates and the ambassador group were missing.

8.28   Syed Shah noted that similar audits have been conducted in other NHS boards and that NES's governance structures, and strategy align with these. Syed explained that the governance snapshot was taken from an official document and noted that informal arrangements exist within directorates, with nominated individuals reporting to the Climate Emergency and Sustainability Group. He confirmed that NES's governance structures are satisfactory. It was agreed that a follow-up audit would occur by the end of the strategy plan in 2027-2028.   **Action: SS/JL**

8.29   The Committee expressed concern regarding the scheduling of the stakeholder analysis for 2027, highlighting that this duration is extensive. Additionally, they questioned the use of "periodical" rather than specific timeframes for certain actions, indicating a preference for more clearly defined timelines.

8.30   Jim Boyle explained that stakeholder mapping relates to the Climate Strategy, which was approved in May 2024. He noted that the next opportunity for conducting a stakeholder mapping exercise will arise during the development of the next iteration of the Strategy which is anticipated in a few years. He also noted the evolving climate change environment would be reflected in the Strategy, advising that the report has more definite timescales that will continue to be updated. He emphasised proportionality and that NES's direct

emissions are minimal compared to territorial Boards, however advised that NES can significantly support NHS Scotland's implementation of climate policies.

8.31   Karen Reid noted that climate will be a key focus in future stakeholder engagement. NES will continuously seek stakeholders' views and engagement on climate issues, and this will not wait until May 2027. She also noted that as part of developing the new Strategy for NES, there will be a review of Key Performance Indicators (KPIs) and how they can be more effectively used to evidence performance.

8.32   The Committee highlighted the importance of considering the implications of Climate Change and Sustainability for any new property, in light of the move from the Westport location. It was noted that any new property could potentially result in a downturn in NES's current sustainability efforts.

8.33   Jim Boyle acknowledged the potential impact of moving to a new location on climate change and sustainability efforts. He mentioned that this factor was recognised in relation to Westport and would be considered in future decisions regarding alternative locations.

8.34   The Committee noted the content of the report and management actions, confirming that it provided assurance.

8c)   Progress Report   NES/AR/25/06

8.35   The Chair invited Syed Shah and James Lucas to introduce the Internal Audit Progress Report for review and to note the management actions.

8.36   Syed Shah noted that the document provides an update on the progress against the Internal Audit Plan for the years 2024/25 and 2025/26, advising that the Internal Audit Plan for the year 2024/25 has been completed, and he thanked the executive team and staff for their support. He stated that for the year 2025/26, there are seven audits planned, with two audits currently in the planning stage that will commence in Quarter 1, along with reports produced during the next audit term. He confirmed that there are 31 audit actions in total: four actions are closed, 13 are overdue, and 14 are not yet due, noting that the overdue actions fall within the period from 24 July to the current month, and many of them are either partially complete or nearing completion. He advised that the team coordinate with relevant action owners to ensure good progress in the next audit.

8.37   James Lucas provided an update on the Global Internal Audit Standards, which were effective from 1 January 2025, and noted the following key updates and their implications for NES.

8.38   A notable change is the requirement for auditors to provide a conclusion as opposed to an overall opinion at year-end, shifting focus to the adequacy and effectiveness of controls.

8.39 Starting in 2025/26, annual reports will provide conclusions in line with new requirements. In 2024/25 however, KPMG will dual run the process to provide an example of what future reporting will look like.

8.40 The Chair acknowledged the report and noted that most tasks were 50-70% complete, with valid reasons for not completion.

8.41 The Chair opened for questions, as there were none, the Committee noted the content of the report and management actions, confirming that it provided assurance.

8d)   Final Summary Internal Audit Plan 2025-26 and Charter   NES/AR/25/26

8.42 The Chair invited James Lucas to introduce the report, which comes for approval.

8.43 James Lucas reported that the Final Audit Plan includes two key updates based on the last committee's actions and confirmed that these updates have been incorporated into the audit plan for the upcoming year: The timing of the new governance review has been brought forward; and a follow-up audit on salary overpayments has been included in next year's plan.

8.44 The Chair opened to the Committee for questions, as there were none, the Committee approved the Audit Plan and Charter.

8.45 The Chair thanked both Syed Shah and James Lucas for preparing and presenting the Internal Audit reports today.

9.   External Audit Reports

9a)   External Audit Follow Up on Recommendations   NES/AR/25/27

9.1 Laura Howard was invited by the Chair to present this item to the Committee for assurance.

9.2 Laura highlighted that the external audit recommendations stem from the Annual Report and Accounts for 2023/2024 and confirmed that the following three recommendations are now complete:
   1. Independent valuations for all buildings have been obtained and will be included in the annual report for 2024/2025.

   2. A paper was submitted to Audit Scotland with the national methodology for provisions for fixed-term contract redundancy, and the methodology has been agreed upon.

   3. Significance of assurance statements were issued to all directors before the end of March, and all returns have been received, confirming effective control operations throughout the year.

9.3 The Chair asked Lisa Duthie for any further comments.

9.4 Lisa Duthie acknowledged the correspondence with NES Finance team regarding the accruals and noted that while the principal sounds fine, the final confirmation will be made once the accounts and the working papers are reviewed.

9.5 The Chair opened for questions, as there were none, the Committee noted the report and confirmed that it provided assurance.

9b)   External Audit Plan 2024-25   NES/AR/25/28

9.6 The Chair invited Lisa Duthie to introduce the report which comes to the Committee for approval.

9.7 Lisa Duthie introduced the 2024/2025 Annual Audit Plan, outlining the scope and timing of the audit work for the year. She noted that the Plan was shared with members in March to comply with the target date set by the Auditor General and noted the following key points:

- Planning materiality levels: Overall planning materiality is set at 2% of forecast expenditure (£16.3 million), performance materiality is at 75%, and reporting threshold is at £0.5 million.

- Identified one significant risk of material misstatement: Management override of control.

- Assessment of wider-scope areas: financial management, financial sustainability, vision leadership and governance, and resource use to improve outcomes.

- Reporting arrangements and timetable: Ensuring accounts are signed off by the end of June.

- Audit fee: A small increase of 1.9% this year.

- No formal reliance on internal audit work, but engagement with internal audit reports to inform risk assessment and wider dimension audit conclusions.

9.8 The Chair invited Jim Boyle to provide any further information or comments.

9.9 Jim Boyle advised the finance team are working closely with Audit Scotland to ensure a smooth transition following the personnel change with no concerns in meeting the suggested timescales. He assured the Committee of the strong communication with the Audit team and advised that no further changes are expected.

9.10 The Chair opened for questions, as there were none, the Committee approved the External Audit Plan 2024-25.

Finance Reports

10.   Annual Accounts Updates

10a)   NES Accounting Policies 2024-25   NES/AR/25/29

10.1   The Chair invited Laura Howard to introduce the report, which comes for approval.

10.2   Laura Howard requested the Committee to approve the adoption of the accounting policies for the Annual Report and Accounts for 2024/2025 advising that the accounting policies are prepared in accordance with the International Financial Reporting Standard (IFRS) and the Scottish Government annual guidelines, noting that there are no new standards for implementation this year.

10.3   Laura Howard advised that four standards have been issued but not adopted by NES, as these policies are not relevant to NES. However, they are included for completeness with explanations. She indicated that one standard is not applicable to NHS Scotland (regulatory differential accounts), that IFRS 17 (insurance contracts) is expected to be adopted for 2025/2026, and that the further two standards regarding the presentation and disclosure of financial statements and subsidiaries are expected to be adopted in 2027/2028.

10.4   Laura Howard also noted that the section highlighted in yellow within the report will be completed as part of the annual accounts process.

10.5   The Chair noted that the committee does not have the technical knowledge to approve these policies independently and emphasised that the Committee relies on Laura Howard's guidance and the provided documentation to make informed decisions.

10.6   The Chair opened for questions, as there were none the Committee approved the recommendations of the adoption of the draft accounting policies for 2024-25, subject to a final review at the Audit & Risk Committee meeting in June 2025 when the final Annual Report and Accounts are presented.

10.7   The Chair thanked Laura Howard, and the Committee noted the report and confirmed that it provided assurance and confirmed they are content for NES to adopt the policy.

10b   Review of Annual Losses Report   NES/AR/25/30

10.8   The Chair invited Laura Howard to present the report, asking the committee to approve the reported losses, which will be part of the Scottish financial returns for approval.

10.9   Laura Howard presented the annual losses for the year, noting that they are at a similar level to previous years. She highlighted the significant work done to reduce salary overpayments, particularly related to NES staff, which has dropped significantly. She noted that overpayments related to the lead employer model remain the majority, but regular reconciliation is expected to reduce this over time.

10.10 The Chair asked about the value of the second salary overpayment that has not yet been approved.

10.11 Laura Howard advised that the value of the second overpayment is around £20,000, while the first one was £9,000, advising that they are currently pursuing the higher value overpayment.

10.12 The Committee noted a discrepancy in the figures related to the annual losses, specifically the outstanding amounts, noting that the calculated outstanding amounts to be about £257,000, whereas the report mentioned £226,000 and asked for clarification on this discrepancy and expressed interest in understanding the higher value overpayments.

10.13 Laura Howard acknowledged the discrepancy and explained that the higher value overpayments are being actively pursued. Some cases are taking longer due to the need to support the individuals involved. Laura agreed to provide a table with a range and percentage of claims to give a clearer picture in future reports. **Action: LH**

10.14 Jim Boyle discussed the salary overpayments, linking them to communication issues with NES and with other Boards. He assured the Committee that progress is being made through the lead employer model. He emphasised the need for collaboration with other Boards to address the root causes while continuing recovery efforts. Jim confirmed that NES is working with other boards to improve communication and prevent future overpayments, with ongoing initiatives aimed at eliminating the underlying issues.

10.15 Karen Reid also acknowledged the significant work happening in the background, advising the Committee that she receives weekly reports on HR matters that note the progress being made. Karen advised that although this is a six-monthly report, it is likely that the Committee will have a request sooner to write off a larger amount to conclude this.

10.16 Laura Howard noted the importance of collaborating with the National Employer Group to address the issue of salary overpayments. She also noted the need to highlight this matter to the National Group for support and understanding, noting that other employer boards face similar challenges. She highlighted the significance of addressing the root cause to ensure the issue is resolved at its source.

10.17 The Chair endorsed and is assured by the significant work completed to date and highlighted that the position will take some time to resolve and reflect in figures.

10.18 The Chair thanked Laura for the report, and the Committee approved the losses and the special payments for the year.

Governance Items

11. **Draft Governance Statement** NES/AR/25/31

11.1 The Chair invited Laura Howard to introduce the report which comes for review.

11.2 Laura Howard presented the Corporate Governance Statement, explaining that it is prepared in accordance with the standards and guidelines from the Companies Act, International Financial Reporting Standards, and the Scottish Government Annual Report and Accounts Manual. She highlighted that the statement is split into three sections, covering the Director's Report, Accountability Responsibilities, and the Design, Operation, and Effectiveness of Internal Controls. Laura noted that the statement includes sections highlighted in yellow, which are to be completed as part of the Annual Audit process. These sections relate to the Audit Opinion and Service Auditor Opinions from NSS and other relevant bodies. Laura emphasised that the Corporate Governance Statement forms part of the Annual Report and Accounts, which will be laid before Parliament in the autumn following the audit and subsequently published on the NES website. Laura also mentioned that Karen Reid, as the accountable officer, is responsible for ensuring that the report and the accounts are fair, balanced, and understandable for the reader.

11.3 The Chair opened for questions.

11.4 The Committee noted that there is a typing error on page 16, the Digital and Information Committee is noted. Laura Howard confirmed that it should be the Technology Information Committee, and this would be amended. **Action: LH**

11.5 The Committee suggested that the attendance record of Board and Committee members be circulated to ensure accuracy before finalising the Governance Statement, to ensure there are no errors when it is formally presented to the Private Board in June 2025. **Action: LH**

11.6 The Chair suggested including references to the Strategic KPIs and the controlled document policy within the Governance Statement to enhance its comprehensiveness. **Action: LH**

11.7 The Chair thanked Laura, and the Committee noted the report and confirmed that it provided assurance.

12. **Board Assurance Framework** NES/AR/25/32

12.1 The Chair invited Della Thomas to introduce the report which comes for review and approval.

12.2 Della Thomas introduced the Board Assurance Framework, explaining that it is scheduled for review by the Audit Committee in April and October, and then sequenced through the Board at their November meeting. She highlighted that the document reflects recent governance changes, including the dissolution of

the Technology and Information Committee and the establishment of the Planning and Performance Committee.

12.3   The Chair opened for questions.

12.4   The Committee requested that the Planning and Performance Committee be added to the responsible committee's section for change management due to its remit on organisational transformation.   **Action: DL**

12.5   The Chair suggested that the Staff Governance Committee be mentioned in change management assurance, due to their oversight on staff changes.
                                                                    Action: DL

12.6   The Chair thanked Della for presenting the report and Debbie Lewsley for assisting in developing the document.

12.7   The Committee approved the report following the suggested amendments.

13.   Annual ARC Self-Assessment 2024-25   NES/AR/25/33

13.1   The Chair invited Jim Boyle to present the report which comes for review and approval.

13.2   Jim Boyle explained the methodology for the Audit and Risk Committee's self-assessment process, noting that a draft response is prepared by himself and Laura Howard, then reviewed and commented on by the Committee. Jim noted that different organisations have varied approaches to self-assessment and highlighted that the approach taken by NES over recent years has received good support from the Committee, he summarised the overall assessment, stating that the Committee has a very good standard of governance, debate, challenge, and scrutiny which is reflected in the high scoring levels.

13.3   The Chair invited the committee to consider the self-assessment for approval, subject to any comments made today.

13.4   The Committee asked about the origin of the headings and questions in the self-assessment report, seeking clarification on whether they derive from a specific template or are created by the team. They also asked about the opportunity to flag climate change within the responses, given its importance and the fact that ARC has primary responsibility.

13.5   Jim Boyle clarified that the headings and questions are derived from a template provided by the Scottish Government for assessing the effectiveness of Audit Committees in Public Bodies. He explained that the questions are crafted for the Audit and Risk Committee but are based on the Assurance Committee handbook. He noted that the Committee's role and remit include responsibility for climate change, which is actively integrated into the Committee's ongoing business, and suggested that any concerns or comments could be reflected in the self-assessment.

13.6 The Committee suggested that the question relative to register of interest be updated to reflect that it is formally reviewed twice a year and published on the website, while also noting that the register is continuously maintained by the Board Standards Officer. **Action: JB**

13.7 The Committee agreed that the report should remain aligned with the national template provided by Scottish Government and any specific concerns or comments could be reflected in the ongoing business of the Committee or Annual Report.

13.8 The Chair thanked Jim Boyle for the report, and the Committee approved the report.

13.9 Debbie Lewsley joined the meeting.

14. Corporate Governance Blueprint Improvement Action Plan: Progress Update
NES/AR/25/34

14.1 The Chair invited Della Thomas to introduce the report, which comes for approval.

14.2 Della introduced the Corporate Blueprint Improvement Report, emphasising that it serves as the end-of-year review for the Committee's approval prior to its presentation at the Board meeting scheduled for 22 May 2025. Della informed that the Executive Team had assessed the progress in relation to the action plan and expressed satisfaction with the outcomes. Additionally, Della conveyed to the Committee that the report indicates substantial progress, with only two areas pending resolution. Furthermore, she notified the Committee that the Scottish Government plans to issue another Blueprint Assessment towards the end of the calendar year, which will likely necessitate an additional Board workshop and the development of a new action plan by March 2026.

14.3 The Chair opened for questions, as there were none the Committee approved the report for onward sequencing to the Public Board on 22 May 2025.

14.4 The Chair thanked Della for the report.

15. Q4 Strategic Key Performance Indicators Report NES/AR/25/35

15.1 The Chair welcomed Debbie Lewsley to the meeting and asked her to present the report which comes for approval.

15.2 Debbie presented the quarterly update on strategic KPIs, emphasising an increase in confirmed savings against the annual budget, with the full year's savings target surpassed by £1.4 million. She pointed out a decline in the percentage of audit actions completed on time due to overdue actions needing national agreement and implementation. Additionally, Debbie indicated a decrease in CO2 emissions, noting that the relocation from

Westport might affect these figures, which will be monitored carefully. She mentioned that reporting on CO_2 emissions for the estate has been paused due to several office space reconfigurations, and a comprehensive data set will be developed for presentation at the next Committee meeting. Debbie also stated that Red, Amber, Green (RAG) parameters have been established for all reportable measurements, and further development will occur for the RAG status of SKPI 35.35.

15.3 Jim Boyle provided additional information regarding CO_2 emissions resulting from various modifications to estates, specifically referencing the downsizing of operations in Dundee, Aberdeen, and Inverness, as well as the relocation from Westport. He indicated that the establishment of a stable baseline for CO_2 emissions has proven to be challenging due to ongoing fluctuations; nonetheless, he aims to reach stability before accurately managing and reporting these emissions. Furthermore, he noted that the forthcoming audit would assess these changes.

15.4 The Chair opened for questions, as there were none the Committee approved the report.

15.5 The Chair thanked Debbie for the report.

16.   Q4 Strategic Risk Update   NES/AR/25/36

16.1 The Chair invited Debbie Lewsley to introduce the report which comes for approval.

16.2 Debbie Lewsley presented the quarterly update on the Strategic Risk Register and noted changes in the scoring of several risks:

- Strategic Risk 3 decreased due to the successful appointment to the non-executive vacancy.

- Strategic Risk 4 decreased due to effective control measures and positive feedback on the approach to fixed-term contracts.

- Strategic Risk 12 decreased due to the agreement with Scottish Government to restore baseline funding, providing increased security and allowing budgeting for the digital learning infrastructure programme.

16.3 Debbie Lewsley noted that the overall risk control rating changed from ineffective to acceptable. That Strategic Risk 16 remains ineffective due to ongoing challenges impacting control measures, but progress continues in key areas and Debbie also presented the NES Risk Management Strategy following its annual review, with no further amendments made.

16.4 Jim Boyle emphasised the active management of strategic risks through various forums, including the Risk Management Group and Executive Team discussions. He highlighted the regular deep dive sessions to examine risk scoring and controls and advised that Debbie meets with risk owners to ensure accuracy in controls and scoring. He also noted that the Executive

Team may bring additional strategic risks to the Audit and Risk Committee and the Board as needed. Jim assured the Committee that the process is ongoing and flexible, with a focus on genuine strategic risks that could impact the delivery of the strategic plan.

16.5   Karen Reid noted that while the report is retrospective for Quarter 4, certain risks will be revisited and potentially increased in scoring. She specifically mentioned Strategic Risks 4, 11, and 15 due to the move from Westport and its impact on staff, learners, and trainees. Karen also highlighted the recent announcement by the First Minister about the development of the NHS Digital App as a factor to consider in the risk assessment and emphasised the need for a quick review of these risks.

16.6   Jim Boyle noted the impact of the National Business and Systems Replacement Programme for Ledger payments, receipts, payroll, and HR as another potential risk to be added to the strategic risk register.

16.7   The Chair observed that several actions are listed as closed or ongoing and suggested that closed actions should be removed and that ongoing actions might be considered controls.

16.8   Debbie Lewsley explained that the closed actions will be archived this month, ensuring the risk log is up-to-date and relevant for reporting.

16.9   The Chair asked the Committee if they had any further questions. As there were none, the Committee approved the NES Strategic Risk Q4 update and the NES Risk Management Strategy for presentation to the 22 May 2025 NES Board.

16.10   The Chair thanked Debbie for attending and presenting the reports.

16.11   Debbie Lewsley left the meeting.

17.   Climate Emergency and Sustainability Update   NES/AR/25/37

17.1   The Chair invited Jim Boyle to introduce the report which comes for assurance.

17.2   Jim Boyle highlighted that the report is an update on various activities related to the Board's Climate Action Plan, noting that target dates have been introduced in the Action Plan, and the next iteration will include Red, Amber, Green (RAG) status indicators. He advised that the report should include updates on the Public Body's Climate Change Duties report and the Scottish Government report, both submitted by the deadline. It was also noted that the NES Learning at Work Week will feature content from the Ambassador Network. Jim also advised the Committee that there is ongoing consultation on climate change guidance, with a response due to the Scottish Government by the end of May.

17.3   The Committee raised concerns around the ability to resource the climate emergency and sustainability efforts, given the ongoing activities within NES.

17.4   Jim Boyle responded that while NES does not have a large, dedicated team for this policy area, the current resources are deemed sufficient to manage the responsibilities proportionately. If any issues arise, he discusses them with Karen Reid.

17.5   The Chair emphasised the need to distinguish between ongoing climate change actions and those integrated into standard business practices. She suggested that while continuous efforts are vital for progress, it is important to recognise when these actions become routine and should be part of daily operations. This approach ensures that the action plan remains focused on new and evolving challenges rather than routine tasks.

17.6   The Chair opened up to the Committee for questions and comments.

17.7   The Committee suggested that the consultation on climate change guidance response should involve more non-executive members, given their detailed knowledge.

17.8   It was agreed to circulate the consultation document to Non-executive Climate Emergency Champion.   **Action: JB**

17.9   The Committee noted that a visible list of consultations would be useful, as it would help members check what consultations are ongoing and decide whether they need to be involved. Karen Reid advised that the weekly parliamentary briefing, which notes the consultation will be provided in the Board update.

17.10   The Committee noted that the Learning at Work Week did not have specific sessions on climate change and sustainability.

17.11   Jim Boyle explained that while there are no dedicated sessions, material related to Learning at Work, including aspects of climate emergency and sustainability, will be circulated daily. Karen Reid added that 148 staff have already completed the NHS Scotland Environmental Sustainability Learning module, and there are plans to roll out the updated module on "10 things a Doctor Can Do to Combat Climate Change" across the organisation.

17.12   The Committee requested that updates from the executive network meetings and dates of meetings be provided in future reports.

17.13   Jim Boyle confirmed that he attends these meetings regularly and does relay any significant information within reports, however, will reference the dates in future reports.   **Action: JB**

17.14   Jim Boyle noted the importance of firming up target dates in the climate action plan, as recommended in the earlier Audit report and acknowledged that while some actions are marked as continuous, it is crucial to establish clear

timelines for specific actions to ensure accountability and progress. He also noted that certain actions will remain ongoing due to the need for periodic updates and refreshes in response to developments in climate emergency and sustainability.

17.15 The Chair thanked Jim for the report and the Committee noted the report and confirmed that it provided assurance.

18. Counter Fraud Activities in NES and Self-Assessment and Fraud Annual Action Plan NES/AR/25/38

18.1 The Chair invited Laura Howard to introduce the report which comes for assurance and approval.

18.2 Laura Howard conveyed that the team is in the process of updating the Register of Interest in preparation for year-end and alerted the Committee regarding an invoice scam, noting that this incident did not involve a NES supplier. She advised that the accounts payable team remain vigilant against fraudulent invoices, with robust controls established to mitigate any potential risk to NES. Furthermore, she indicated that the team has referred several salary overpayments to Counter Fraud Services, which were managed with the support of Human Resources. The National Fraud Initiative (NFI) for 2024-2025 has commenced, revealing no issues thus far. Ms. Howard highlighted that the Audit Scotland self-assessment checklist indicates that NES has successfully implemented 11 out of the 12 counter fraud components, with income-based metrics still under development. The Fraud Annual Action Plan for 2024-2025 has seen four actions completed, one action discontinued, and three actions deferred, alongside updates to the business conduct policy. No new risks have been identified, and it was emphasised that the Risk Register undergoes regular reviews. Additionally, she mentioned an ongoing national procurement fraud case that is unrelated to NES but is reaching a conclusion in court and stated that staff communications are planned for issue post the verdict. Ms. Howard provided a comprehensive overview of Counter Fraud activities and the Annual Action Plan.

18.3 The Chair opened to the Committee for questions.

18.4 The Committee expressed interest in the details of the national procurement fraud case and its implications, even if NES is not directly involved.

18.5 Laura Howard advised that the case dates back to 2014 and NES is not part of it, but staff communications will be issued once the verdict is known.

18.6 The Committee highlighted the importance of the Learning at Work Session on fraud awareness and suggested it would be beneficial for staff.

18.7 Laura Howard confirmed that a finance update during Learning at Work Week will include a section on fraud awareness.

18.8 The Chair thanked Laura for the report and acknowledged the importance or awareness of continuous improvement, and proactive measures in fraud prevention and control.

18.9 The Committee acknowledged the report provided assurance and approved The National Fraud Initiative Self-Assessment and The NHS Scotland Counter Fraud Standard Self-Assessment.

19. Audit Scotland Reports

19.1 The Committee noted the following Audit Scotland Reports:
a) Auditing Climate Change
b) Scottish Consolidated Fund annual audit plan 2024/25

20. Review of Meeting Effectiveness

20.1 The Committee agreed that the meeting had been effective, with quality papers which generated good questions with relevant suggested improvements and adequate representation from NES management.

21. Date and time of next meeting

21.1 The Committee noted the next meeting of the Audit and Risk Committee will be held on 16 June 2025 at 14:00.

NES
May 2025
LS/JF/LH/JB

Approved Minute

NHS Education for Scotland   **NES/SGC/38**

APPROVED Minutes of the Eighty Eighth Meeting of the Staff Governance Committee held on Thursday 01 May 2025, 10:15 - 12:00pm

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
	Shona Cowan (SC), Non-Executive Director
	James McCann (JMcC), Ex-Officio member, Staff Side (Unison)
In attendance:	Karen Reid KR), Chief Executive and Accountable Officer (Executive Lead for this meeting)
	Christina Bichan, Director of Performance and Planning
	Rob Coward (RC), Principal Educator, Planning & Corporate Resources (Item 10)
	Nancy El-Farargy (NEF), Manager, Planning and Corporate Resources (Item 11 and 12)
	David Garbutt (DG), Chair of NES Board
	Janice Gibson (JG), Associate Director, Organisational Development, Leadership and Learning (ODLL)
	Laura Liddle (LL), Associate Director of HR
	Debbie Lewsley (DL), Planning & Corporate Governance Manager (Item 10)
	Ameet Bellad (AB), Senior Specialist Lead, Workforce (Item 09)
	Clare Butter (CB), Associate Manager (Minute-Taker)

1.	**Chair's welcome and introductions**	
1.1	The Chair welcomed everyone to the 88th Staff Governance Committee (SGC) meeting	
1.2	The Chair welcomed Laura Liddle and Shona Cowan to their first Committee meeting.	
2.	**Apologies for absence**	
2.1	Apologies for absence were received from the following Committee member: Gillian Mawdsley, Non Executive Director.	

2.2	Apologies for absence were received from the following regular Committee meeting attendees: Katy Hetherington, Principal Lead, Equality, Diversity and Human Rights	
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 20 February 2025**	**NES/SGC/25/22**
5.1	The Committee highlighted minor changes for correction.	
5.2	The Committee noted that at section 14.3 Change the terminology to read "the increased whistleblowing line manager training compliance figure and remove reference to Private paper at section 29. **Action: CB/AG**	
5.3	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/25/23**
6.1	The Committee noted that three actions were marked as complete on the action list and six actions were in progress.	
6.2	The Committee noted that the current action for Sexual Misconduct Guidance does not fully address the query about monitoring by the Equally Safe at Work group. The committee emphasised the need for a response detailing how the group will monitor this issue.	
6.3	Christina Bichan responded on the sexual misconduct guidance, stating that she will take the issue back to the Equally Safe at Work group noting that the recent meeting was postponed. CBi advised it will be progressed and a formal response will be provided at the next meeting. **Action CBi**	
6.4	Christina Bichan provided an update on Quarterly Measure on Disabled Staff advising that this measure is under review and is being benchmarked across other areas. Updates will be provided at the next meeting. **Action KH/CBi**	

6.5	The Chair confirmed that the action for Cover Sheet Consistency remains as pending due to staff absence. **Action NH/AG**	
6.6	The Chair confirmed the action on Non-Executive Information Security Training is complete as a session with Information Governance was held on 23 April for all Non-Executive Directors. **Action AG/CB**	
6.7	The Committee approved the completed actions and confirmed that the progress made with open actions provided satisfactory assurance.	
	<u>Lead Executive Report</u>	
7.	**Director of People and Culture Report**	**NES/SGC/25/24**
7.1	The Chair invited Karen Reid to introduce the Director of People and Culture Report.	
7.2	Karen Reid introduced the report and highlighted the following key topics: Organisational Changes, HR Transformation, Recruitment, Line Manager Support, Cross-Organisation Collaboration: Various collaborative efforts are detailed in the report and iMatters Questionnaire.	
7.4	The Committee commented positively on the report, noting that it was helpful and comprehensive and specifically highlighted the promising developing digital workforce confidence and capability programme.	
7.5	The Committee expressed concern about the high rate of discrepancies in the eESS system, particularly noting that even though the rate had decreased from 23.38% to 19%, it remains high and queried why there was a high number of discrepancies in transactions.	
7.6	Karen Reid explained that many discrepancies are related to information shared from lead employers and issues with salary overpayments and underpayments. She advised that the HR team has implemented a process to identify discrepancies early to prevent any impact to pay. She also acknowledged the ongoing work with lead employers to address these issues and noted that further information could be provided if needed.	
7.7	The Chair raised several points and questions during the meeting.	
7.8	The Chair was interested in the NHS careers website, particularly noting the trend of majority voice searches and questioning how quickly the organisation can pivot to changing needs.	
7.9	Karen Reid explained that websites can now be built very quickly, sometimes within minutes. She assured the Committee that the communication team is aware of emerging trends and is developing its offerings to meet the needs of different stakeholder audiences.	

7.10	The Chair asked about the metrics for the uptake of developmental coaching, wondering if the numbers were considered good, bad, or indifferent.
7.11	Janice Gibson explained that there are no set targets for coaching uptake, but it is actively promoted both internally and externally. She noted that the evaluation feedback from those who opted for coaching has been positive and expects a small spike in uptake due to the current PRP stage and the upcoming succession plan.
7.12	The Chair also asked if the sustainability session held on March 3rd, might have been beneficial for non-execs.
7.13	Janice Gibson responded to advise the sustainability module is being promoted through the line manager network. While there is no specific target, they aim for uptake to be in line with other essential learning modules, ideally reaching 80-90%.
7.14	Karen Reid advised that the sustainability ambassadorial network is an internal operational group focused on peer-to-peer support to reduce climate impact. She mentioned that non-executive involvement was deemed not appropriate for this group. Additionally, she noted that the environmental sustainability learning module has only been available for a few months, and the uptake of 148 completions should be viewed positively given the short time frame.
7.15	Janice Gibson emphasised the proactive promotion of both coaching and sustainability learning, aiming to build a learning organisation and developmental culture.
7.16	The Employee Director highlighted the existence of the Climate and Sustainability group on Viva Engage and suggested promoting the sustainability module within that group. She also mentioned the potential issue of survey fatigue, which might have contributed to the lower response rate for the inclusion survey. The employee director also emphasised the importance of follow-up communications to show the impact of survey responses and encourage participation.
7.17	Janice Gibson mentioned that Learning at Work Week is scheduled for the 12th to the 16th of May. The theme for this year is "Get Connected", focusing on the digital and social aspects of lifelong learning at work. She encouraged Staff Governance Committee members to join and highlighted that the week will include promotions of coaching, sustainability, and other developmental activities.

7.18	The final point from the Chair was around the clinical negligence cases, noting a significant jump in quarter two and asking if this indicated an upward trend or better reporting systems.	
7.19	Karen Reid explained that the increase in clinical negligence cases, particularly in quarter two, might be due to sickness absence within the Central Legal Office (CLO), which caused delays in processing cases. She reassured committee that the organisation monitors clinical negligence closely to ensure the quality of education and training, as an increase in cases could indicate poorer educational and training experiences.	
7.20	The Chair thanked Karen Reid and the team involved for the detailed report.	
7.21	David Garbutt in his role as NES Board chair also expressed thanks to Karen Reid for covering the Lead Officer role for the Directors' report on behalf of the NES Board.	
7.22	Karen Reid responded that the Commendation goes instead to the team of staff who support her.	
7.23	The Committee approved the Director of Workforce report and confirmed that it provided the Committee with satisfactory assurance.	

Governance Items

8.	**The Staff Governance Committee (SGC) Annual 2024-25 report to the Audit and Risk Committee**	**NES/SGC/25/25**
8.1	The Chair invited Christina Bichan to introduce the report. Christina Bichan advised the Committee that the report format is the same as presented previously advising that it presents the Committee business for 2024/25.	
8.2	The Chair opened up for questions. The Committee noted an amendment at 3.16, to amend the date for approval to 19 September 2024. **Action CBi**	
8.3	The Committee approved the report to be forwarded to the Audit and Risk Committee.	
9	**Annual Remuneration Committee Report to Audit and Committee**	**NES/SGC/25/26**
9.1	The Chair invited Christina Bichan to introduce the report.	
9.2	Christina Bichan introduced the report, which presents details of the Remuneration Committee business for 2024/25. The report was taken as read.	

9.3	The Staff Governance Committee were content to approve the 2024-2025 Staff Governance Committee Annual Report and confirmed it provided satisfactory assurance.	
9.4	The Chair opened up for questions, as there were none, the Committee approved the report to be sequenced to the Audit and Risk Committee on 16 June 2025.	
10	**Annual review of Partnership Agreement and Partnership Forum ToRs**	**NES/SGC/25/27 NES/SGC/25/28**
10.1	The Chair invited Christina Bichan to introduce the Partnership Agreement and Partnership Forum Terms of Reference (ToRs).	
10.2	Christina Bichan reported that the Partnership Agreement and Partnership Forum ToRs were approved by the Partnership Forum at the 13th March 2025 meeting and were presented to the Staff Governance Committee for noting and assurance purposes.	
10.3	The Staff Governance Committee noted the Partnership Agreement and Partnership Forum Terms of Reference and confirmed they provided the necessary assurance.	

Performance Items

11	**Delegated SGC Strategic Key Performance Indicator (SKPIs) Report**	**NES/SGC/25/29**
11.1	Ameet Bellad joined the meeting. The Chair welcomed Ameet Bellad to the meeting and asked Ameet to introduce the Delegated SGC Strategic Key Performance Indicator (SKPIs) report.	
11.2	Ameet Bellad introduced the Quarter 4 performance report (January to March 2024) on organisational performance in relation to Strategic KPIs intended to provide assurance to the SGC that the Staff Governance Standard is being applied in NES. Ameet Bellad's observations and recommendations provided valuable insights into the organisation's performance metrics, highlighting the following to Committee.	
11.3	The retention rate remains strong at 97.5%, with career changes, NESs mobility, and retirement being the top reasons for leaving. This indicates healthy internal movement rather than avoidable turnover.	
11.4	Sickness absence rate has dropped to 1.84%, the lowest quarterly rate this year, and is lower compared to comparable boards such as NSS and PHS.	
11.5	There has been a spike in the number of vacancies from 63 to 132 in quarter four, triggering a red RAG rating. This spike is cyclical and comparable to previous increases this time last year. Ameet Bellad recommends reviewing the RAG rating for this metric.	

11.6	7.71% of staff had an internal move in quarter four, slightly up from 7.11% in quarter three. This indicates reliance on internal flexibility and suggests exploring the balance between short-term agility and longer-term workforce planning.
11.7	Essential Learning Compliance: Compliance rose to 90.81%, the highest this year, showing the value of ongoing reminders and direct support.
11.8	78% of staff had completed all appraisal elements by the end of quarter four. The new cycle started on April 1st and will be open until the end of June. A new Once for Scotland policy on appraisals will be launched later this year.
11.9	Positive trends in applications from candidates with protected characteristics continue, reflecting targeted outreach and inclusive language in recruitment advertising.
11.10	The Employee Director raised important points about the accuracy of absence recording, the balance between internal opportunities and job security, and the need for better data on staff retention through exit interviews.
11.11	The Employee Director expressed concern that the sickness absence figures are very low and questioned whether absence is being recorded correctly or if staff are working while off sick. **Action AB**
11.12	The Employee Director acknowledged the importance of internal movements for staff opportunities but emphasised the need to balance this with job security and reducing reliance on fixed-term contracts.
11.13	Karen Reid responded to Employee Director, suggesting including a reminder in the townhall slides to ensure that absence is properly recorded. **Action - JG**
11.14	The Employee Director highlighted that the number of completed exit interviews is very low and suggested that more should be done to encourage staff to complete them, as this might not accurately reflect why staff are leaving the organisation.
11.15	Janice Gibson responded that the line manager network should remind colleagues that exit interviews should be undertaken and that everyone should have the right to participate in an exit interview. **Action JG**
11.16	The Committee questioned what the target point is for the sickness absence rate and noted that the trend chart shows significant fluctuations,

	which are not easily understandable and suggested that additional information might be helpful to understand these fluctuations.
11.17	The Committee referred to the new Agenda for Change agreement that includes protected learning time and wondered how this will impact the displayed information, as the system might significantly change.
11.18	The Committee questioned what the target is for the percentage of disabled staff and noted that the trend curve seems to be on an exponentially upward trajectory. The Committee asked what is driving this trend and whether the organisation is being particularly successful in this area.
11.19	Christina Bichan in response, addressed the need for better data presentation and trend analysis in the SKPI report and highlighted the improvements in data quality for reporting the percentage of disabled staff.
11.20	Advising that while the national indicative number for sickness absence is around 4%, it is not as formal as it used to be. She acknowledged that the data presentation in the current SKPI report is not helping with understanding trends and context. Christina Bichan suggested that this will be picked up in the KPI review planned for this year to ensure the data over time is meaningful. **Action CBi**
11.21	Christina Bichan also noted that the reporting is getting much bigger and more accurate, which might be causing the bigger swings in the data. She hopes that this will start to settle out as the data quality improves.
11.23	The Committee highlighted the need for benchmarking data and meaningful trend analysis to better understand compliance rates and other metrics.
11.24	The Committee suggested that it would be helpful to have benchmarking data where available, such as NHS benchmarks or external HR high-performing organisations. This would provide a clearer understanding of what good looks like for compliance rates with statutory mandatory learning and other metrics and emphasized the importance of trend data over time to make the information more meaningful. A figure might look significant, benchmarking against other data could reveal whether there are actual issues or if the organisation is performing well.
11.25	Karen Reid emphasised the value of benchmarking data for context, the importance of the acting-up indicator for development opportunities, and the need for accurate absence reporting.
11.26	Karen Reid agreed that it would be helpful to include benchmarking data for various metrics, comparing NHS Scotland boards and year-on-year comparisons. This would provide context for understanding trends and performance. **Action AB**

11.27	Karen Reid noted that the acting up indicator is important for providing learning and development opportunities, despite the need to balance it with job security.
11.28	The Committee questioned the meaningfulness of the SKPI 25 metric, which consistently shows 100% of service providers utilising workforce data, and sought clarification on who these service providers are.
11.29	Ameet Bellad addressed the points made, he acknowledged that the low absence rate might not be fully reflective due to the timing of data reporting. He agreed that there might be underreporting and emphasised the need for continued communication to ensure accurate reporting.
11.30	Ameet Bellad highlighted the importance of balancing internal flexibility with long-term workforce planning. He noted that internal movements create vacancies and backfills, which need to be managed.
11.31	Ameet Bellad confirmed that exit questionnaires are available to all leavers, though completion is not mandatory. He agreed on the need to increase completion rates for better insights.
11.32	Ameet Bellad explained that the break in the trend line for staff reporting time for learning is due to the annual reporting through the iMatter survey. He expects the new protected learning time to positively impact future survey results.
11.33	The Chair thanked Ameet Bellad for the clear and easy to read report and the Staff Governance Committee noted the performance data in Appendices 2 and 3 of the report.
11.34	Ameet Bellad left the meeting and Rob Coward and Debbie Lewsley joined the meeting.
12	**Delegated SGC Strategic Key Performance Indicator (SKPIs) Report** **NES/SGC/25/30**
12.1	The Chair welcomed Rob Coward to the meeting and asked him to introduce the Delegated SGC Strategic Risk Report.
12.2	Rob Coward introduced the report and asked the Committee to comment on the individual risks that were set out in the summary at Appendix 1 and 2 of the report and confirm it provided the necessary assurance.
12.3	Rob Coward provided an update on the management of strategic risks, the effectiveness of controls, and plans to report on Directorate level risks in the next meeting.
12.4	Rob Coward reported that NES is managing four strategic risks, with some movement in risk scores due to changes in controls and evidence.

12.5	Two risks have seen a reduction in net risk scores, reflecting improved controls. However, some controls are still rated as ineffective. Despite this, all net risk scores are within the board's risk appetite, showing as green.	
12.6	Rob Coward advised plans to bring Directorate level risks to the Committee, with around 20 risks in the Staff Governance area to be reported at the next meeting.	
12.7	The Committee questioned the decrease in the risk score for strategic risk 3, given the ongoing vacancy for the Director of People and Culture since September. The Committee also queried the overall rating of strategic risk 16 as ineffective despite all mitigations being seen as effective.	
12.8	Karen Reid clarified that the last review of strategic risks was likely before the conclusion of the previous recruitment process, indicating a time lag. She mentioned that the risk rating would be reviewed again, potentially adjusting it upwards.	
12.9	Karen Reid noted that they were not ready to review strategic risk 16 at this point.	
12.10	There were no further questions on the report.	
12.11	The Chair thanked Rob Coward and Debbie Lewsley for the report.	
12.12	The Committee confirmed that the report provided assurance and approved the report.	
12.13	Rob Coward and Debbie Lewsley left the meeting.	
13	**Quarter 4 Whistleblowing Report**	**NES/SGC/25/31**
13.1	The Chair invited Christina Bichan and Nancy El-Farargy to introduce the Quarter 4 Whistleblowing Report. The Chair noted that as per the requirements of the National Whistleblowing Standards, this paper provided an update on the whistleblowing activities for the quarter four period from 01 January 2025 to 31 March 2025.	
13.2	Nancy El-Farargy provided updates on whistleblowing concerns, training compliance, and the activities of the whistleblowing steering group.	
13.3	Nancy El-Farargy reported that there were no whistleblowing concerns received during the 01 January 2024 to 31 March 2024 period and highlighted that the line manager training compliance rate was slightly lower than the previous quarter due to an increase in the number of line managers.	

13.4	Nancy El-Farargy highlighted that the Whistleblowing Steering Group met in March and had discussed topics such as Learning at Work Week, the line managers' network, the upcoming Speak Up Week, and the potential for a new confidential contact.	
13.5	Christina Bichan provided updates on the progress of the whistleblowing concern, the upcoming Speak Up Week, and efforts to diversify the pool of confidential contacts. She assured the Committee that the outstanding whistleblowing concern from the previous quarter is being actively progressed, with no undue delays, despite some complexities.	
13.6	Christina Bichan also highlighted that the upcoming Speak Up Week, with the theme "Listen, Act, and Build Trust," aligns with the organisation's development and engagement efforts.	
13.7	Christina Bichan noted there was interest from a staff member in becoming a confidential contact, which she highlighted as a positive step. The organisation aims to increase the diversity of confidential contacts to ensure a good mix and appropriate support for staff.	
13.9	The Committee raised a query about the line manager training compliance rate, specifically asking if any analysis had been done on the 43 managers who have yet to complete the training. The Committee expressed concern about whether these managers were long-term or new managers.	
13.10	Christina Bichan acknowledged the point and agreed that it was a helpful suggestion. Christina Bichan added that they had not done this analysis but would take it away as an action to improve the process. **Action CBi**	
13.11	There were no further questions raised by the Committee.	
13.12	The Chair thanked Christina Bichan and Nancy El-Farargy for the report and the Committee confirmed the report provided assurance.	
13a	**Whistleblowing Annual Report 2024-2025**	**NES/SGC/25/32**
13a.1	The Chair invited Christina Bichan and Nancy El-Farargy to introduce the Annual Whistleblowing Report from 01 April 2024 to 31 March 2025.	
13a.2	Nancy El-Farargy introduced the annual report in line with the National Whistleblowing Standards, which requires all NHS Scotland Boards to publish an Annual Whistleblowing Report setting out their performance in handling any whistleblowing concerns.	

13a.3	She provided a comprehensive overview of the annual whistleblowing report, emphasising the focus on staff engagement and transparency, the recorded concerns, and the key performance indicators.
13a.4	David Garbutt updated the Committee to advise that the Cabinet Secretary had responded positively to the implementation of whistleblowing practices at NES.
13a.5	He highlighted that the Cabinet Secretary spoke warmly about the success and the way NES has implemented these practices.
13a.6	The Committee welcomed the report and noted all the good work that has taken place over the year, including the increased number of confidential contacts.
13a.7	The Non-Executive Director Whistleblowing Champion has provided the Chair with a written update for the Committee for agenda item 13.
13a.8	The Committee requested Further analysis required of the 43 managers who have yet to complete the training. **Action NEF**
13a.9	The Chair thanked Christina Bichan and Nancy El-Farargy for the report and the Staff Governance Committee approved the Annual Whistleblowing Report 2024-2025 for onward sequencing to the 23 May Board meeting for final approval.
14	**Non-Executive Whistleblowing Champion Remarks** (Verbal Item)
14.1	The Non-Executive Director Whistleblowing Champion was not in attendance but provided the Chair with comments before the meeting which the Chair informed the Committee of. The Chair reported that the Cabinet Secretary asked for direct assurance from Whistleblowing Champions this year instead of a letter of assurance.
14.2	The Chair advised that the Non-Executive Director Whistleblowing Champion passes on thanks to Christina Bichan and the team for the work they have done since the standards came into place three years ago.
14.3	The Chair advised that the Non-Executive Director Whistleblowing Champion endorsed the progress work the team had done during 2024-2025 which ensure effective systems are in place and work effectively and efficiently whenever a concern is received.
14.4	The Chair advised the Non-Executive Director Whistleblowing Champion commended the work that has taken place on whistleblowing compliance figures, training and the 'Speak Up Week' work and the increased number of confidential contacts.

14.5	The Chair advised the Non-Executive Director Whistleblowing Champion confirmed the report provided assurance to the Staff Governance Committee.	
14.6	The Chair provided thanks to the Non-Executive Director Whistleblowing Champion for the written update and the Staff Governance Committee confirmed it provided the necessary assurance.	
15	**Identification of any new risks raised at this meeting**	
	The Committee noted there were no additional risks identified at the meeting.	
	<u>**Items for Noting**</u>	
16	**Employment Tribunals**	**NES/SGC/25/33**
16.1	The Committee noted the Employment tribunals.	
17.	**Policy/Scottish Government Director Letters as appropriate to Staff Governance Committee**	**NES/SGC/25/34**
17.1	The Committee noted the Director Letters.	
18.	**Remuneration Committee items of business taken by correspondence**	**NES/SGC/25/35**
18.1	The Committee noted the Remuneration Committee items of business taken by correspondence.	
19.	**Health, Safety and Wellbeing Forum, 12 March 2025 minutes**	**NES/SGC/25/36**
19.1	The Committee noted the Health, Safety and Wellbeing Forum minutes.	
20.	**Partnership Forum 18 December 2024 minutes**	**NES/SGC/25/37**
20.1	The Committee noted the Partnership Forum minutes from the 18 December 2024 meeting.	
22.	**Any other business**	
22.1	There were no other items of business discussed at the meeting.	
23	**Review of Committee Effectiveness**	
23.1	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?
23.2	The Chair thanked all for attending the meeting and closed the meeting at 11:58pm.
24	**Date and time of next meeting**
24.1	The next meeting of the Staff Governance Committee will be held on Thursday 14 August 2025 at 10:15am.

Approved at SGC meeting on 14 August 2025

CB/KR/
NES
May 2025

NHS Education for Scotland

PLANNING & PERFORMANCE COMMITTEE

02 May 2025 from 10:15am to 12:55pm

Approved minutes of the first meeting of the Planning & Performance Committee (PPC) held on Friday 02 May 2025 as a hybrid meeting, in person at the Westport Office, Edinburgh and via Microsoft Teams

Present:	Ally Boyle (AB), Committee Chair, Non-Executive Director
	David Garbutt (DG), Board Chair
	Jean Ford (JF), Non-Executive Director
	Annie Gunner Logan (AGL), Non-Executive Director
	Nigel Henderson (NH), Non-Executive Director
	Angus McCann (AM), Co-opted Member
In Attendance:	Christina Bichan, Joint Executive Lead, Director of Planning, Performance and Transformation
	John Burns, Head of Programme
	Rob Coward (RC), Principal Educator, Executive Secretary
	Cristina Fernandez-Garcia, Specialist Lead – Health Inequalities
	Chris Duffy (CD), Senior Admin Officer, Minute-Taker
	Debbie Lewsley (DL), Manager, Planning and Corporate Resources
	Stephen McNamee (SM), Head of Corporate Improvement
	Gordon Paterson (GP), Director of Social Care
	Karen Reid (KR), Chief Executive
	Alison Shiell (AS), Manager, Planning and Corporate Resources
	Christopher Wroath (CW), Director of NES Technology Service

1.	**Welcome and Introductions**
1.1	The Committee Chair welcomed all to the first meeting of the PPC.

2.	**Apologies for absence**
2.1	There were no apologies received from Committee members or regular attendees.

3.	**Declarations of interest**
3.1	There were no declarations of interest in relation to the items of business on the agenda.

4.	**Notification of any other business**
4.1	

	There was one item of other business, a review of the recent strategy development session.
5.	**Risk**
5.1	**Q4 PPC Strategic Risk Report**
5.1.1	The Committee Chair welcomed Debbie Lewsley to the meeting to introduce the risk report. Strategic Risk 12 (relating to insufficient investment in TURAS learn and other NES learning platforms) was highlighted to the Committee. The net likelihood risk score has been decreased due to the agreement with Scottish Government Health and Social Care Finance Team that baseline funding will be restored following a reduction of £12m for 2024/25 and replaced by a non-recurrent allocation. The recent restoration of this sum to the baseline provides increased security of funding and allows NES to budget for the costs of the Digital Learning Infrastructure Programme. This assessment has resulted in the overall net risk rating being decreased from 20 to 15, the risk now sits within the agreed Board appetite. There have been no further changes to other strategic risks this quarter.
5.1.2	The Committee Chair then opened the report to members for questions and discussion.
5.1.3	The Committee asked a question in relation to Strategic Risk 7 (relating to cyber security) noting that it sits outwith the Boards risk appetite and asked what else can be done to mitigate this risk. Karen Reid responded, this risk has been discussed at the Audit and Risk Committee and the implementation of Whizz (Cloud Security Software) will provide another level of protection and assurance. Christopher Wroath confirmed the implementation of Whizz has commenced and the first phase is complete. There has been a comprehensive cyber evaluation process and there is recognition that NES' profile will be raised once Digital Front Door goes live in December. It was noted that Whizz will constantly review NES' protection and could identify potential weaknesses. This will in turn make the NIS Audit score better. The Committee recommended the establishment of ongoing monitoring is added as a control to Strategic Risk 7. **Action: DL**
5.1.4	The Committee raised a point in relation to Strategic Risk 1 and the stakeholder survey. It was highlighted that stakeholder expectations and needs may not always be aligned and could this point be reflected or acknowledged in Strategic Risk 1. **Action: DL**
5.1.5	The Committee Chair thanked Debbie Lewsley for the report and the Committee confirmed it provided them with the necessary assurance.
6.	**Finance**
6.1	**Finance Update**
6.1.1	The Committee Chair invited Jim Boyle to provide a verbal update on the current financial position. Jim Boyle presented a PowerPoint presentation that contained

	the following key messages. The final year-end position will be an underspend of £0.191m (0.02% of budget). The £.6.6m in year savings target, set at Operational Plan and approved by Board in March 2024, has been exceeded by £1.4m. Largely driven by higher workforce savings from longer recruitment lead times and additional vacant posts. This position is after offsetting other more significant variances against the anticipated allocation of £12.1m from Scottish Government to fund the unachievable baseline reduction applied in December 2023 (applied to 2024/25 financial year). The final position is dependent on the remaining outstanding allocations totalling £0.58m being received by NES in the Month 13 allocation letter (due early May).
6.1.2	The Committee thanked Jim Boyle for the update noting that part of the remit of this Committee will be to scrutinise planned budgets going forward. The Committee commended Jim Boyle and executive colleagues for the incredible work undertaken to provide that financial position.
6.1.3	The Committee noted the finance update.
7.	**Executive Leads Report**
7.1	**Planning & Performance Executive Leads Report**
7.1.1	The Committee Chair invited Christina Bichan and Christopher Wroath to introduce the report. Christina Bichan advised the Committee that the report has been structured around the key areas of the Committees responsibility and contains high level updates. The Committee were asked to note the work starting on the development of the next NES Strategy.
7.1.2	Christopher Wroath highlighted the Digital Front Door programme which has significant dependency on Scottish Government delivering the mailbox. NES have handed over a delivery plan which is now being evaluated by Scottish Government, this will provide the clarification of scope. The Committee were informed of the confirmation of £4m funding for the Digital Prescribing & Dispensing Pathways work, this is £2m short of what was requested and therefore it is important for the Committee to note that this will impact timeframes and outcome.
7.1.3	The Committee requested more in-depth information on the National Digital Platform, Digital Front Door and Digital Describing & Dispensing Pathways work. It is important that Committee members can assure themselves on behalf of the Board. Karen Reid confirmed this will be added to the rolling Board Development List. The Committee also requested a deep dive at the next Committee meeting to really understand the totality of the digital ask of NES, the funding associated and what the expected timescales and outcomes are. **Action: CW**
7.1.4	The Committee discussed the consumer duty and asked how NES defines the consumer. Christina Bichan responded, NES define learners, trainees and staff under the banner of people. Karen Reid added, NES will be reporting on this through the annual report and accounts and can set out the NES definition as it is reported. **Action: KR/CBi**

7.1.5	The Committee asked a question in relation to large projects. The role of this Committee is to seek assurance NES has the resources, capacity and capability to deliver on large projects and need to be assured there is a process by which these are established. Karen Reid confirmed this will be covered by the paper on Governance of externally commissioned activity. There are steps taken by the executive team to strengthen internal governance and scrutiny. The dashboard reporting of these commissions can be used to inform deep dives the Committee may want to undertake. This will help the Committee fulfil its role.
7.1.6	The Committee asked how Anchors Plan reporting arrangements will come through the PPC. Christina Bichan confirmed that anchors activity was included in the draft Annual Delivery Plan (ADP) that went through private Board. A baseline metric submission has been submitted to Scottish Government in draft and feedback is awaited. Once feedback is received the plan will be routed through PPC.
7.1.7	The Committee thanked the Executive Leads for the report and confirmed it provided the necessary assurance.
8	**Health Inequalities**
8.1	**Health Inequalities Report**
8.1.1	The Committee Chair invited John Burns and Cristina Fernandez-Garcia to introduce this report which provided an update on scoping work conducted regarding health inequalities and planned future actions.
8.1.2	The Committee Chair thanked John and Cristina for the report and opened to members for questions and discussion.
8.1.3	Karen Reid highlighted work alongside colleagues in Scottish Government and Public Health Scotland (PHS) on a new population framework. Also, that a session on Social Justice and Health Equity from the NES conference last week will be shared with Board members for further information in this area. **Action: CD**
8.1.4	The Committee asked how do they further understand the collaborations with PHS and other organisations. Karen Reid responded, the CEO report that goes to Public Board is aligned to the NES Strategy and has a specific section on partnership. This will be used to provide more examples of collaboration and to draw out potential opportunities. **Action: KM**
8.1.5	The Committee referenced quality monitoring and asked if that will come back to the PPC. John Burns confirmed that a theory of change is being worked up. It is possible to see work that has impacted staff directly and the wider workforce. It is looking to identify outcomes that can be attributed to NES through education. This is still in its infancy at this stage but will come back through this Committee.

8.1.6	The Committee Chair thanked colleagues for the report and confirmed it provided the necessary assurance. The Committee will receive a further update in quarter 3.
9.	**Performance Items**
9.1	**Governance of externally commissioned activity**
9.1.1	The Committee Chair invited Christina Bichan to introduce this paper which set out the baseline position of each programme. The ET received the first report in this format at their meeting on 29 April, the information was well received and it was agreed that there will be a deep dive into 3 programme areas. Digital Prescribing & Dispensing Pathways, Digital Front Door and the National Centre for Remote and Rural Health and Care. The next report the PPC receive will be more fulsome and will contain more scrutiny applied at executive team level.
9.1.2	The Committee thanked Christina and colleagues for this report, this type of report is welcomed by the Committee and the dashboard will be useful for both executives and non-executives. Karen Reid confirmed that once ET review areas and then report them to this Committee it provides the opportunity to discuss programmes in more detail, more opportunity to scrutinise, seek assurance and to discuss risk management, resources etc.
9.1.3	The Committee asked if there is a process by which NES decides to accept a commission and is there a point at which the Committee would become involved? Karen Reid replied that NES Executive Team introduced a few years ago the corporate radar process to support decision making on commissions If there is a significant ask that requires Board input this would have previously gone through Private Board but will now come to this Committee. Christina Bichan added, the corporate radar plays a role in keeping the ADP up to date, there is a change control process. The Board do have sight of this as part of ADP reporting.
9.1.4	The Committee asked if the Executive Team scrutinise all projects or if there are thresholds based on costs? Karen Reid responded this is a new way of scrutinising NES projects and commissions but there wouldn't be a focus solely on value, it would also consider risk and reputational risk. The executive team look for assurance on delivery. It was noted that for some projects due to the spending being more complex they carry a greater financial risk. The Committee mentioned the heatmap that is utilised to good effect by the Digital Learning Infrastructure Programme Board and that something similar may be of value here. **Action: CBi**
9.1.5	The Committee noted the report and the approach being taken to strengthen governance and scrutiny in this area.
9.2	**Q4 Whole Board Delivery Report**
9.2.1	The Committee Chair welcomed Alison Shiell to the meeting to introduce this report that provided the Committee with a quarter four and year-end update on NES's delivery performance against the deliverables and milestones set out in the 2024/25 NES ADP.

9.2.2	The report was opened to members for question and discussion.
9.2.3	The Committee asked for further information on deliverable 4374 and the reference of internal digital capacity restraints. Christopher Wroath confirmed this was specifically to do with workforce data and a proposal has gone to Scottish Government for further resourcing. This will form part of wider work on the workforce data observatory, a paper on this will be going to the executive team in June.
9.2.4	The Committee noted that to deliver 83% of deliverables despite the plan only being approved in July is a good result for NES. The Committee asked if approval of the plan is expected sooner than July this year. Christina Bichan confirmed that it is hoped that sign-off would be agreed before the Board meeting on 22nd May.
9.2.5	The Committee asked a question in relation to deliverable 4403 and the development of an Involving People and Communities Framework. The update noted the framework is undergoing testing and the Committee asked if there is something in particular holding this work up? Christina Bichan confirmed that the update may have been worded better, as the fact testing is underway is a positive development as it is a crucial part of implementation. The project needs to extend into 2025/26 in order to be live and operational and to align within the broader quality management arrangements being developed through the Learning and Education Quality System programme.
9.2.6	The Committee noted that Digital prioritisation has been referenced in the paper and asked for some further information on the implications of digital prioritisation. Christopher Wroath responded, Digital prioritisation for 2025/26 is ongoing. The asks of digital colleagues far exceeds capacity and so the prioritisation is focussed on risk, impact, how to best use capacity and how to take a long term view and not an annual view. It was noted work is taking place across the organisation to build capacity and capability outwith digital, through the digital capability and confidence programme to add more tiers of knowledge across the organisation.
9.2.7	The Committee requested that if there are external reasons for any of the deliverables not being met, can this be stated clearly in the updates. **Action: AS**
9.2.8	The Committee approved the Q4 delivery report for onward sequencing to the Board.
9.3	**Q4 Strategic Key Performance Indicator (SKPI) Report**
9.3.1	The Committee Chair invited Debbie Lewsley to introduce the Q4 SKPI Report which presented the SKPI update for review and approval prior to submission to the NES Board.
9.3.2	The Committee were asked to approve amendments to SKPI12, to report % of learners who score their learning experience 80% rephrased to report % of learners indicating that they are 'satisfied' or 'very satisfied' with their learning experience. Responses to this question will enable measurement of all positive

	responses to NES learning experiences. The Education and Quality Committee approved this proposal at its March 2025 meeting and the benchmark that both the learners experience scored as 80% and above and 60% and above would be reported.
9.3.3	The Committee were asked to approve that SKPI12b % of learning products which include value-based health and social care, at its March 2025 meeting the Education and Quality Committee approved the recommendation that this measurement is reported biannually instead of quarterly.
9.3.4	Christina Bichan informed the Committee that the Annual Review of SKPIs will coincide with the development of the new strategy and a report will be presented after summer. The review will consider data over time and how to make the data more meaningful.
9.3.5	The Committee noted there were still a number of areas where there is no data and requested that this is improved as part of the SKPI review. The Committee also recommended more information on improvement actions. Furthermore could trajectories set out what the performance aim of the SKPI is. Christina Bichan confirmed these points will all be considered as part of the SKPI review. **Action: DL/CBi**
9.3.6	The Committee referenced SKPI19 % of learners and trainees from the 20% most deprived data zones in Scotland (SIMD) and asked if NES are getting the data they would expect to get. Karen Reid confirmed that this particular SKPI has been subject toa lot of discussion with senior staff. The aim of the SKPI is to make learning accessible for those in the most deprived areas in Scotland. But limitations to the data capture prevent NES being able to really decipher if this important measure is being met. Further work will be done on this SKPI to further understand what question is being asked, for what purpose and the role NES plays in that.
9.3.7	The Committee approved the Q4 SKPI Report and also the proposed amendments to SKPI12 and SKPI12b.
9.4	**Q4 Complaints Report**
9.4.1	The Committee Chair invited Rob Coward to introduce this report. The Committee receives reports on complaints received by NES in the previous quarter. These reports detail the complaints received, adherence to complaint handling standards and the complaint outcomes. The purpose of this paper was to provide assurance about the handling of NES complaints in quarter three 2024-2025.
9.4.2	The Committee noted the report and confirmed it provided the necessary assurance.
10	**Technology**
10.1	**Business Continuity Update**

10.1.1	The Committee Chair invited Christopher Wroath to present this paper which provided a general update on Business Continuity and the Business Continuity Plan (BCP). The BCP was last reviewed and approved by the Information Security Forum (which is now called the Assurance Forum), back in September 2020. A minor review was undertaken in 2022, but it was determined at that stage to delay finalising the review until a full in-depth review of NTS internal processes was conducted.
10.1.2	A review of the BCP has now been undertaken by the Information Security Team within NTS, with confirmation of amendments approved by the NES SIRO. The BCP will be formally ratified at the 07 May 2025 Assurance Forum, before being published to the NES Intranet.
10.1.3	The Committee noted the report and confirmed it provided the necessary assurance.
11.	**Corporate Improvement**
11.1	**Quarterly Corporate Improvement Highlight Report**
11.1.1	The Committee Chair welcomed Stephen McNamee to the meeting to introduce this report which was presented to the Committee to provide assurance that the Corporate Improvement Programme is being effectively managed and that the governance and oversight provided by the Transformation Group is functioning well.
11.1.2	The report contained updates on Learning and Education Quality System, Digital Learning Infrastructure, Business Transformation, HR Transformation and Digital Capability & Confidence. Highlighting areas of success, challenges and risks.
11.1.3	The Committee thanked Stephen and colleagues for the report noting that it was helpful and provided the necessary assurance. One improvement point was made, to build in limitations and missed opportunity where possible. **Action: SM**
11.2	**Internal Audit – Transformation Assurance**
11.2.1	The Internal Audit was provided to the PPC on the recommendation from Audit and Risk Committee.
11.2.2	The Committee noted the contents of the report and the management actions.
12.	**Governance**
12.1	**PPC Schedule of Business 2025-26**
12.1.1	The Committee Chair welcomed Christina Bichan to present the Schedule of Business for Committee approval.
12.1.2	The Committee approved the Schedule of Business.

13. Items for noting/homologation	
13.1	**PPC Terms of Reference**
13.1.1	The Committee homologated the PPC terms of reference.
13.2	**Turas Refresh Programme Board minutes**
13.2.1	The Committee noted the Turas Refresh Programme Board minutes.
14.	**Committee Effectiveness**
14.1	The Committee confirmed that reports to the Committee had communicated relevant information at the right frequency, time, and in a format that was effective. The Committee felt that they had benefited from the right level of attendance. The Committee felt the papers gave a good overview and introduction to a number of areas and would welcome deep dives into certain areas in the future.
15.	**Any other business – Reflection on Board Development Session and discussion on new strategy**
15.1	Karen Reid thanked Committee members for their engagement at the recent board development session. The output of that session was discussed at a full executive team day on Monday 28th April. The strategic direction from the Board helped further discussions with the senior team. Engagement was a key factor in discussions, how to truly engage with stakeholders and frontline colleagues so they can fully understand what's on offer from NES. It was noted that the development session could have benefitted from more in-person attendance.
15.2	The Committee asked if they will be engaged with the review of SKPIs and further development of the new strategy. Karen Reid confirmed a full engagement plan is being developed for the new strategy and that is overlaying with the review of SKPIs. This is taking a fully inclusive approach and non-executives will have the opportunity to provide input and continue to set strategic direction for NES
16.	**Date and time of next meeting**
16.1	The next meeting of the Planning and Performance Committee will be held on 11 August 2025, 10:15am – 12:45pm as a hybrid meeting.

NES
CD/AB/KR/CW/CBi
May 2025

Approved by Committee Chair Ally Boyle on 22nd May 2025.

Social Care and Communities Directorate
Staffing

Community Link workers/ Social Prescribers KSF

2 part-time posts (recruitment in process)

Primary care funding to March 2026

Areas of corporate leadership held by the Director:
- UNCRC/ The Promise/ Corporate Parenting
- Involving People and Communities
- Health Inequalities
- Caldicott Guardian
- PREVENT Lead
- Wellbeing Lead

Unpaid Carers Programme

2 posts (permanent)

NES funded with non-pay costs funding by Carers policy team

Health Inequalities Post

1 post (FTC)

NES funded until March 2026

Directorate Leadership

4 Core Posts (permanent)

ASC funding not yet baselined

Social Care Education and Workforce Development

7 posts (FTC and secondment)

ASC funding ends March 2026

Centre for Workforce Supply Health

8 posts (recruiting to permanent roles)

Health Workforce baseline funded

Centre for Workforce Supply Social Care

2 posts (FTC and secondment)

ASC funding ends March 2026

Supporting the Learning Journey for Social Care Workers in Scotland

Continuous Professional Learning Framework

Our work has aligned with the SSSC CPL framework wherever possible. For example, 1000s of hours of learning have been mapped to the framework, and we've created a Social Care Homepage with resources categorised by CPL theme, making it easier than ever to find the right resource

Social Care Career Options Tool

National Induction Framework

Turas Learn for Social Care

Leading to Change

NHS Scotland Youth Academy

Preparing for Work in Health & Social Care

Equal Partners in Care

What next?