Strategic Workforce Plan

2022-2025

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NHS Education for Scotland

October 2022

Version Control	
First Final Draft for Extended Executive Team	28th February 2022
Updated for Partnership Forum	14th April 2022
Updated for Staff Governance Committee	26th April 2022
Updated post Staff Governance Committee	16th May 2022
Updated for Extended Executive Team	26 October 2022

Executive Summary

We are an ambitious organisation – our reach and outputs continue to grow.

NES is an ambitious organisation, with a growing remit reflected in the current workforce. Health, care and education systems are undergoing unprecedented transformational change, including technology advancements and new ways of working, how and where NES work is delivered are also changing.

The global pandemic has served to highlight the value and contribution of health and social care services, but has tested workforce resilience and wellbeing, highlighting capacity and capability challenges that NES, with others, is well placed to address.

NES is:

- actively contributing to a number of wider policy developments as set out in Programme for Government, the NHS Recovery Plan, and National Workforce Planning Forum, the Workforce Strategy, the 4 Care Programmes and is actively engaging with the development of the National Care Service, forthcoming Covid Recovery Plan, the refreshed Digital Health and Care Strategy and the Data Strategy

- ensuring staff across health and social care are supported, skilled, capable, digitally enabled and motivated to deliver improved outcomes for service users and communities

- preparing a workforce ready for a range of future scenarios and the changes necessary to deliver improved outcomes – e.g., the challenges facing the workforce and the population concerning mental health and wellbeing and provides several key educational programmes and support arrangements

Aligned to the five pillars (Plan, Attract, Train, Employ, Nurture) of the [Scottish Government Health and social care: national workforce strategy,](#) NES will deliver an expanding range of clinical education, maximising technology enhanced learning; will deliver education across health and care, including leadership and digital capability; and will provide educational leadership of the NHS Scotland Academy. Developing as a research learning organisation and delivering a range of digital technology solutions, the organisation will also be delivering workforce planning data and actively involved in workforce supply across the system. Therefore, over the next 3 years NES will require a multidisciplinary workforce that can collaborate and influence across health and care.

Currently, NES is reviewing strategic direction and vision. To be able to deliver successfully over the next 3 years, NES requires a responsive, skilled and agile workforce. Effective workforce planning across the organisation will enable NES to move into a more proactive space with projected future workforce numbers and capabilities, using this to inform attraction and skills development activities

NES is **transforming**:

- to have an unremitting focus on Ministerial priorities for the workforce in health and social care, Programme for Government, the National Workforce Strategy and the development of the National Care Service - new directors appointed, refreshed corporate strategy and a new approach to internal performance management and reporting.

- by building on its national reach across the health and social care workforce, in every community in the country, leveraging a wider contribution in areas such as improving population health and reducing inequalities, economic development, innovation and competitiveness while recognising responsibilities in areas such as the climate emergency and net zero, child poverty and human rights-based approaches.

- by being innovative, collaborative and forward-thinking – working with NHS, local government, academia, professional organisations, regulators, social care organisations and a wide range of strategic partners across Scotland, and at UK and international levels – developing new solutions (e.g. via the 4 Care and Wellbeing Portfolios and other national level groups).

- by hosting the Centre for Workforce Supply and being a joint partner with NHS Golden Jubilee in the NHS Scotland Academy and the NHS Scotland Youth Academy and will build on this by developing a centre of excellence approach in workforce development as might be required by Scottish Government.

- stands ready to work collaboratively with and across other organisations, and with those who access and use services to enable a person-centred, human rights-based approach which drives better outcomes for citizens, delivering high quality safe and effective services to required quality standards.

- by progressing a substantive strategic development agenda to become a 'research learning organisation' and qualification awarding body. Educational research should, and will, be central to the mission building on core areas within a coherent corporate-led strategic framework.

- by using the economic drivers of a health and social care workforce combined spend of £10 billion to drive new ways of thinking about community engagement and empowerment, building social capital, developing new types of job and models of training and employment to enhance employability and career options – providing attractive pathways for careers in health and social care.

- upskilling and reskilling the workforce and designing new career pathways for young people linked to service redesign and transformation, technology and innovation – strengthening the focus on a programme of education in AI,

robotics and digital to support Digital Health and Care Strategy and National Workforce Strategy and harnessing the linkages between educational and academic governance, research learning and innovation.

- developing opportunities for young people to be attracted to a range of innovative and flexible training and roles, including foundation and modern apprenticeships, and career options and pathways across health and care. It is evident that new types of role will be necessary at all levels to deliver services in ways which transcend traditional boundaries, structures and approaches in a dynamic, strategically and operationally complex context.

- providing best evidence for decision making to drive progressive, tangible, and sustainable change with skills and employability at the core and with a particular focus on employability and improving opportunities. This can be driven by the development of new types of careers and career pathways, roles, qualifications (including vocational qualifications) and recognition for progression. New and emerging areas such as AI, innovation, digital and data analytics and precision medicine require new types of skills, roles, and career pathways.

- developing corporate infrastructures that enable agility.

- investing in the redesign and refresh of the Turas platform to deliver the very best in technology enabled learning.

Better workforce planning will improve attraction of a diverse workforce in a highly competitive labour market and help us be more agile, reducing duplication

Over the past 3 years, the NES workforce has grown by 20%, the addition of a Social Care Directorate and the expansion of the NHS Scotland Academy faculty will likely increase growth further. Operational planning predicts a growth in workforce, but not to the same level as that observed.

The growth of the workforce is seen across the majority of the Directorates and the predicted growth is anticipated to be predominantly across both 'Administrative' and 'Medical and Dental' job families.

A fifth of the workforce are on short term contracts, linked to non-recurrent funding – this can lead to loss of knowledge and duplication in recruitment activity. Although the most applications are received for entry level roles (i.e. Agenda for Change bands 2-4), the 16-24 age group is underrepresented in NES. NES has an aging workforce, with this more acute in some Directorates.

Hybrid working arrangements are being developed and implemented across the organisation. Supporting the workforce to develop working arrangements that support work life balance, job satisfaction and emotional health and wellbeing is a

key priority, alongside delivering a positive impact on recruitment and retention strategies

We will perform more effectively in recruitment and improve understanding of the skills we require for success

Developing funding models that support the organisational infrastructure to deliver successfully and develop a sustainable workforce will be key. Whilst our projections indicate that we will continue to require new posts and new skillsets, in addition to strong attraction and recruitment strategies, we will also need to continue to ensure we retain and develop our existing talent through upskilling, talent management and succession planning. Developing and embedding employability pathways into the organisation will also be important in achieving sustainable workforce supply.

Through effective workforce planning NES can drive organisational performance; provide a high-quality learning and employment environment; develop a skilled adaptable workforce; embrace process improvement and digital transformation, and improve attraction, recruitment, training and retention.

We will maximise our workforce supply routes through improved workforce planning and delivery of our action plan

As workforce planning capability across the organisation develops across NES over the next 3 years, we will gain insight into the accuracy of the projections for future skillsets and future workforce. In the meantime, over the next 3 years the data on where we anticipate our workforce gaps will enable us to develop and implement joined up attraction and recruitment strategies focussed on our shortage areas, with accurate descriptions of the required skillsets given advances in technology and ways of working, this in turn will support inclusive recruitment practices, employability programmes and career pathways across NES. The workforce plan also identifies actions to develop understanding of priority skills and development activity, especially in relation to digital capability and leadership.

Workforce planning in NES will become embedded in how we measure organisational performance and recognised as a fundamental aspect of our collective success

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NHS Education for Scotland – The Organisation

NES is the national health board with statutory functions for providing, co-ordinating, developing, funding and advising on education and training for the NHS and social care staff. It is a national organisation with a significant regional presence. It is the official provider of workforce statistics for NHS Scotland.

NES is ambitious to drive change: it is innovative, collaborative and forward-thinking – working with NHS, local government, Integrated Joint Boards, academia including schools and colleges, professional organisations, regulators, social care organisations, people who experience care, the health and social care workforce and a wide range of strategic partners across Scotland, and at UK and international levels.

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

NES will support delivery of Scottish Government commitments for health and social care including "We are Healthy and Active" and the development of a National Care Service. Through regular engagement with senior officials and Ministers in the Scottish Government NES will deliver education, workforce development and training, workforce analysis and planning to support service design and innovation including new approaches, models and locations of care. NES is focused on ensuring the workforce is ready for a range of post-pandemic scenarios and the changes in health and social care necessary to deliver improved outcomes. This includes building on the positives that have come out of the pandemic, including the resilience and versatility of the workforce; the value and contribution of social care; the ability to act swiftly and effectively across organisational boundaries with reduced bureaucracy; the significant contribution and potential of digital solutions; the growth in community capacity and the potential of volunteering. NES fully recognises the challenges facing the workforce and the population concerning mental health and wellbeing and provides several key educational programmes and support arrangements.

The scale of the health and social care workforce, in every community in the country, leverages a wider contribution in areas such as improving population health and reducing inequalities, economic development, innovation and competitiveness while recognising responsibilities and commitment to environmental sustainability including net zero. The NHS, local government, third and private sectors and social care can provide, at scale, opportunities for employment and training – including attracting a diverse workforce into health and social care careers – and NES has the potential to be an awarding body for qualifications. NES is a joint partner with NHS Golden Jubilee in the development of the NHS Scotland Academy, which provides accelerated training across the health workforce.

As a Board NES supports and actively champions a Once for Scotland Approach and is a leader in digital solutions and cloud-based services. This includes a platform to integrate data, intelligence and applications designed to make access to services and key information easier for users. It will support health and social care staff to work more efficiently with access to the information they need.

NES developed and runs 'Turas', the digital platform which provides access to knowledge and training, allows staff to keep records of their learning and achievements and is the basis for workforce data analysis. In response to the pandemic the 'Turas' platform was extended for use by social care providers for specific purposes. There is the potential to extend this further in support of learning and training. NES also has the capability working with partners to develop a Once for Scotland digital citizen record for health and social care.

NES recognises the role of citizens in their own care, as unpaid carers and as members of their communities. There is also recognition that the emotional wellbeing, capacity and resilience of unpaid carers to continue to provide support will have been impacted by the pandemic and NES can seek to mitigate this through the provision of learning and training. As such all citizens are, and must continue to be, integral in the design and delivery of education and workforce development.

The purpose of this 3-year Workforce Plan for NHS Education for Scotland (NES) is to articulate the skilled and diverse workforce NES will require in order to be a high performing organisation and to be successful in achieving our strategic ambitions for a skilled and sustainable workforce for a healthier Scotland.

Our people are central to our success, the NES People and OD Strategy sets out our commitment to excellence, inclusion and kindness throughout the employment lifecycle of our employees. Our vision for our people is to recruit outstanding people, inspiring and enabling them to be the best that they can be, working collaboratively and innovatively. We recognise that we need to be a skilled, engaged, diverse, inclusive, and adaptive organisation with a sustainable and skilled workforce through effective workforce planning, recruitment and development, encouraging and supporting individuals' career aspirations.

Developed in partnership and with input from the staff networks the plan is underpinned by our values and our aim is to be an organisation
that removes inequalities, delivers fair work, and is diverse and inclusive.

Methodology

Following the six steps methodology for workforce planning, the plan is informed by NES strategic drivers and has been developed using data on current and future workforce requirements and with input from Directorates. The six steps are:

1. Define the plan
2. Map the service change – in a NES context this is interpreted as 'Map Future NES'
3. Define the required workforce
4. Understand workforce availability
5. Develop an action plan
6. Implement, monitor and refresh.

Prior to the development of an organisation 3-year Workforce Plan, these six steps were worked through at Directorate level to develop Directorate Workforce Planning Action Plans. Directorates identified what they do, their current workforce, considered the strategic direction and then anticipated workforce risks and gaps over the next 3 years, then identified what actions could be taken to minimise risks and be successful. This organisational plan collates, draws and builds on the themes identified from the Directorate Action Plans.

Following on from the Interim Workforce Plan, the 3-year plan is written in the context of a time of unprecedented transformational change across systems. Central to this is the impact of the COVID-19 pandemic on the services we deliver and our central role in championing digital technology, technology enhanced learning, transformational leadership and developing digital capabilities.

We also acknowledge the impact of this fast-paced environment on the health and wellbeing of our staff. Working in partnership we continue to ensure our practices promote Fair Work and provide for the engagement, health and wellbeing of our workforce as they look to have flexibility over their working lives and careers.

STEP 1

Defining the plan: What problem are we trying to solve?

1.1 Purpose

The development of a 3-year workforce plan for NES presents an opportunity to be transformative and creative, moving out of a reactive space where we are better placed to challenge continuing to do things the way they have always been done ('the norm') and to horizon scan the future needs of our workforce.

Enhanced understanding of future workforce requirements will foster greater agility in recruitment, moving from pipelines to flows of talent into and across the organisation. There will be a more joined up workforce cycle from attraction and values-based recruitment, thereby enabling taking this information into employment in order to bring values to life and embed these in everyday work performance.

To ensure NES stays adaptive, future focused, relevant and competitive in the education and training, workforce development and digital market, the NES workforce itself needs to keep up with the pace of digital innovation, with access to modern technology and staff well equipped to lead on this. Through robust future planning we can identify where skills gaps are, develop mechanisms for how we measure now and in 3 years. This activity will underpin more effective deployment of people and skills across NES, reflective of useful learning from deployment of staff to ensure delivery of priority work during the pandemic. Through our workforce planning activity, we can ensure that when we deliver new work, there is greater understanding of how much resource is required to deliver it and what this actually means for the people delivering.

Our workforce plan will enable us to:
- Recruit the right values, attitudes and behaviours, aligned to Our Way[1]
- Identify the skills we will require in the future
- Develop a resilient, agile and versatile workforce
- Maximise potential, through diversity and inclusion
- Recognise that our current and future workforce has diverse needs and ambitions.
- Improve upskilling
- Increase digital capability
- Enhance innovation
- Invest in staff development
- Learn from past short-sightedness
- Implement effective talent management and succession planning
- Identify best approaches for the organisation in relation to retention and reskilling, compared with recruitment of new talent
- Be agile

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[1] NES Our Way supports everything we do, from values-based recruitment and induction to personal and team development, ensuring NES is the supportive, inclusive, and respectful workplace we all want.

- Develop a modern workforce, equipped with the skills and capabilities to support hybrid working arrangements
- Offer all individuals an effective voice, opportunity, security, fulfilment and respect.
- Review how and where we do work to reduce emissions and make progress with our commitment to environmental sustainability

Whilst our doctors and dentists in training employees are an essential part of the NES workforce, the 3-year workforce plan does not include workforce planning for numbers of training posts. This activity will continue to take place nationally through existing workforce planning mechanisms as is appropriate, however, the implications for the NES workforce on any changes to numbers in training has a direct impact on the educator and support infrastructure across NES.

1.2 The Scope and impact of our workforce plan

The workforce plan will impact on the current and future NES workforce – this includes all workers for NES: employees, agency staff, educators. It will shape how financial resources are maximised to recruit and develop staff appropriately, also leading to a positive impact on the health, wellbeing and financial wellbeing of our current and future workforce. Furthermore, effective workforce planning will enable NES to develop the best resources and positively impact service users across the system.

The system will continue to be impacted by austerity and the pandemic, already we know there is stretched resilience and a stripping out of duplication leading to reduced capacity as people have been doing more with less.

Workforce planning presents an opportunity to aim to deliver investment in a sustainable workforce, to redevelop existing roles to be fit for future purpose, to design effective new structures for knowledge sharing and working together and to develop new ways of working.

1.3 Ownership

The 3-year workforce plan should be of interest to everybody, our current and future workforce, our stakeholders and our partners, so it will be developed with clarity on key messages for communication to different groups to enable meaningful engagement. As highlighted above, the 3-year plan does not undertake any workforce planning for doctors and dentists and in training, even those employed by NES. However, the workforce plan will consider the implications of changes to numbers in training programmes on roles across NES, including educators and support roles. Further detail on roles, responsibilities and accountability can be found in Appendix 1.

Conclusions: STEP 1: What is the problem we are trying to solve?

- We do minimal planning for our workforce at present, we react to requirements.
- Recruitment is mostly done at Directorate level.
- We are not always attracting candidates in the competitive recruitment market.
- We are not always able to be agile in staff deployment.
- We don't know what skills we already have, what skills we need and where the gaps are.
- We need to work differently in the future – e.g. hybrid working, technology enhanced learning.
- To be digital innovators we need to have digital capability.

STEP 2
Map the change: Strategic drivers for workforce planning - What does NHS Education for Scotland look like in 3 years?

NES leads on educational design, delivery, governance, and quality assurance. Utilising the very best in technology enabled learning, organisational and leadership development, workforce and learning analytics and digital development, across the entire health and social care workforce, in every community in Scotland, NES has the capacity and expertise to facilitate staff to be supported, skilled, capable, digitally enabled, and motivated to deliver improved outcomes. NES now hosts the Centre for Workforce Supply and is a joint partner with NHS Golden Jubilee in the NHS Scotland Academy and the NHS Scotland Youth Academy.

2.1 Goal – where we want to be

With there being a clear focus on impacting on Social Justice, in 3 years time, NES will continue to have a key role in making a positive difference and impact across health and care. This includes contribution across a number of wider policy developments as set out in Programme for Government, the NHS Recovery Plan, and National Workforce Planning Forum, the Workforce Strategy, the 4 Care Programmes and actively engaging with the development of the National Care Service, forthcoming Covid Recovery Plan, the refreshed Digital Health and Care Strategy and the Data Strategy. Furthermore, forthcoming Bills (e.g. Human Rights, Gender Reassignment) are likely to impact on the workforce with potential implications for training and education across health and social care. This will require multidisciplinary approaches to a broadening range of deliverables across leadership, education and development, change management, accessible data, workforce supply and training accreditation.

Many initiatives in NES are at this point in time in their infancy – for example, the NHS Scotland Academy, the Centre for Workforce Supply, the National Leadership and Development Programme, the establishment of a Social Care Directorate and the Veterans programme – over the next 3 years these programmes will further evolve and it is reasonable to anticipate there will be other new work on the horizon.

It is anticipated that a 3-year strategic plan will be produced in 2022, dovetailing the workforce plan and presenting an opportunity for NES to review and refresh the strategic narrative. This will require a workforce ready for a range of future scenarios and the changes necessary to deliver improved outcomes.

2.2 Current baseline

The workforce in NES comprises Educators, Training Grades, Executive/ Senior Managers and professional/ support staff. Full analysis of the demographics and baseline of NES can be found below in *Step 4 – Understanding Workforce availability: Demand and analysis of NES workforce requirements*. Training grade staff data is not included in this workforce plan due to the national workforce planning activity for doctors and dentists in training.

The key themes of the baseline data are:

- NES has a headcount of approximately 1025[2] (this does not include the Trainee employees who are not in scope for the Workforce plan).
- Most roles are in agenda for change bands 5 to 7.
- There are more women than men at every level of the organisation, particularly in bands 4-5.
- The workforce is mostly aged between 45-54 years old.
- Staff within NES are predominately white.
- There is a small number of staff within the organisation that have declared that they have a disability. The majority of disabled staff work in band 5-7 roles.

2.3 Drivers for Future direction of NES

1. NES Directorates will require to successfully deliver programmes of work across all 5 pillars of the Scottish Government Workforce Strategy for health and social care – plan, attract, train, employ and nurture.

2. A clear and shared understanding of our future organisation includes recognition that "excellence" in the context of NHS delivery where scale and scope are so large, is defined as "outcomes that are good enough to improve the outcomes for citizens".

3. In addition to contributing to policy development, NES is frequently directed by Scottish Government to deliver new asks. Often the funding attached to delivery is short term, which can present challenges in securing and then retaining the people resource to deliver.

4. Scottish Government has commissioned NES to host a Centre for Workforce Supply, driving collaboration across the system on international recruitment, refugee recruitment and national recruitment campaigns across professional groups.

5. Over the lifetime of the plan, delivery of education and training will continue to be enhanced through maximising the use of digital technology. This will impact on the roles and skillsets required of those in NES involved in organising and delivery of learning.

6. The NHS Academy is a joint venture with NES and NHS Golden Jubilee. NES is leading the educational delivery of the Academy through development of programmes of education, resources and a faculty. A range of posts are identified for recruitment and new work streams will be delivered - these posts are included in NES workforce planning where appropriate. NES is the employer for educational and digital posts, with Golden Jubilee hosting service posts. The future programmes and areas of focus for the Academy will evolve over the lifetime of this workforce plan.

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[2] At June 2021

7. The Digital and NDS Directorates are in the process of merging to a unified National Data and Technology Directorate and are currently responsible for the delivery of a range of digital products that support clinical care aligned to the Digital Health and Social Care Strategy. In addition, National Data and Technology teams will continue to deliver workforce solutions across health and social care aligned to NES strategy. Through the Turas Data Intelligence platform, NES supports national workforce planning and analysis and produces official workforce statistics. NES Workforce planning activity must factor in the growth of these teams to support priorities across health and care.

8. NES, in collaboration with partner organisations across the Health and Care sector, will work to support the successfully delivery the Building Digital Skills and Leadership programme funded by Scottish Government to address key priorities to improve workforce digital capability over 2 years. (April 2021-June23). The priorities within the programme are aligned to the Digital Skills and Leadership commitments within priority four of the refreshed Digital Health and Care Strategy where, "digital skills are seen as core skills for the workforce across the health and care sector". The commitments include:

    a. Work to support senior leaders to gain and further develop skills to embed digital technology and literacy across organisations;
    b. Further development and expansion of our specialist digital, data, design and technology professional workforce including those working in clinical and care informatics and information governance and cyber security professionals
    c. Equipping staff with the ability to understand and interrogate data-driven recommendations and decision support tools including those provided by Artificial Intelligence.

    The programme is not intended to fund wholescale improvement in workforce digital skills and knowledge across the sector, that remains the responsibility of individual organisations. The key aims of the programme is NES working in partnership with stakeholders to increase the digital capacity of the health and care workforce in digital literacy and participation, upskilling and reskilling the workforce and attracting future talent for a digitally led service, the future direction of this work will become clearer over the 3-year period.

9. There is an emerging role for NES in social care, this direction will have implications across the organisation that will require further thinking and a Social Care Directorate is being established in NES. The Directorate will support the training, learning and development needs of the social care workforce; improve the attractiveness of social care to prospective employees; work with partners to develop career pathways; anticipate and respond to the opportunities and needs arising from the proposed National Care Service.

10. NES has a reputation for doing things well, being collaborative and curious with an innovative and can-do approach. NES has a wide reach across the health and social care system through collaborative working and the training we provide to trainees, learners and via our educator networks. By modelling cross Directorate, multidisciplinary approaches, with a shared purpose and a nurturing, compassionate and kind culture across NES, we can positively influence and be a catalyst for change elsewhere.

11. NES continues to work with the Scottish Government to co-design a national leadership development programme (NLDP). Working with multiple stakeholders to scope leadership development offers with broad appeal to the Health and Care workforce has helped shape the overall programme, the vision and identify the individual offers which will then be designed and developed by NES as delivery partner. Significant funding of just under £1million has been secured to enable the recruitment of 15 additional posts to support and deliver the programme. Project Lift offers will be subsumed into the new programme and a new branding established to launch the NLDP.

12. NES will support, nurture and grow talent through inclusive recruitment practices, employability strategies (Young Person's Guarantee, Apprenticeships), career development and succession planning activity. Our workforce in 3 years' time will include people earlier in their career to support NES ambitions in relation to youth employment and to recruit for potential. Inclusive recruitment practices will be embedded so that NES becomes more successful in achieving diversity across our workforce. Creative succession planning that includes redesign of roles and looking further afield for successors, and open badges (i.e. digital certificates that recognise learning and development) to support movements across environments will also be essential to enable agility across the organisation.

13. NES is progressing a substantive strategic development agenda to become a 'research learning organisation' and qualification awarding body. Educational research should, and will, be central to the NES mission building on core areas within a coherent corporate-led strategic framework. This provides strategic opportunities for NES to drive pedagogical development and innovation in learning design and delivery and be the leader for health and social care in these areas and in research, evaluation and educational governance.

14. By investing in the development of our workforce as a key principle of this workforce plan, in 3 years' time NES should be better placed to develop the NES workforce as leaders who can deliver the innovation and excellence across the system that is required to deliver the future health and care workforce. This includes Career Development and Succession Planning for senior roles where the aspiration to develop a robust, sustainable approach to ensuring that NES enables career progression of staff to Senior & Director level leadership roles and facilitate the development of a career progression pipeline of staff who have the ambition, capability, and development support

to work effectively at Senior / Executive level in NES, ensuring the structural resilience of Senior Directorate and Executive Level Teams.

15. As the system evolves and changes, there may be opportunity to review what NES does, and potentially stops doing.

16. Digital technology will present opportunities to automate some activities currently being delivered by staff, this should be fully embraced and explored, with roles being reviewed and redesigned in light of any released capacity.

17. During the lifetime of this plan, NES is committed to being a modern employer that promotes Fair Work practices and develops sustainable working arrangements that enable our workforce to have a positive work life balance.

18. The key to achieving NES's vision are our people and our culture. They are the foundation of our success. Our culture will be defined by the NES leadership behaviours and values, known as 'Our Way', and delivered in partnership, focussing on: staff engagement, equality, diversity and inclusion, health and wellbeing, and staff development. We must be values-led because we work in a complex system, needing to think, not just act. We must also work with multiple partners and stakeholders to meet different needs. Our values will guide our work, the decisions we make, and how we treat each other.

19. During 2022-2023 NES will pilot hybrid working arrangements to support employees to work flexibly across sites and from home, this will build on learning and insights during the pandemic as to where work is best delivered – for the organisation, the customer, and the individual employee. Our workforce will require to develop skills and capabilities that support new ways of working, especially in relation to maximising the use of technology. Usage of NES offices and sites will evolve as a consequence, providing opportunity to review our property and facilities strategy, taking into account our commitment to the environment.

2.4 Potential constraints

The external environment could challenge and potentially impact the key drivers of the workforce plan. From a political perspective, the impact of Brexit on staffing levels is not yet fully understood. Currently EEA/EU citizens make up c.3.41%[3] of the NES demographic, this incoming pipeline may be reduced going forward. During the lifetime of this plan there is to be a UK General Election (May 2024) this could lead to a change in Government, which could impact various factors for NHS Scotland in relation to funding, structure, and agendas.

This Workforce Plan is being developed during a global pandemic (COVID 19), which has and will continue to impact NES in many ways such as training capacity, health and wellbeing, absence rates, staff burnout, policy development,

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[3] As at June 2021, this excludes agency and secondments

implementation etc. As we progress through the stages of the pandemic the organisation needs to continue to respond and adapt as required.

In addition to this, the Scottish Government confirmed in January 2020 that Scotland's population is projected to rise, that it is an aging population and that the age group of 75 years and over is projected to be the fastest growing age group. An aging population will put greater demand on health and social care services and with inequalities in health continuing to be a major public health issue for Scotland, NES will have a key role in skilling the health and social care workforce to address this. There will be additional pressure for NES to continue to train and provide other relevant services at pace to ensure that there are enough trained clinicians to support NHS Scotland.

Technology has assisted in providing health care in different ways during the COVID-19 pandemic, continuing this momentum with the right platforms, systems and processes across health and social care will be essential.

2.5 Option appraisal and working models

For the organisation to be successful over the 3 years of this plan, we need to ensure we have the right people in the right place, with the right skills at the right time.
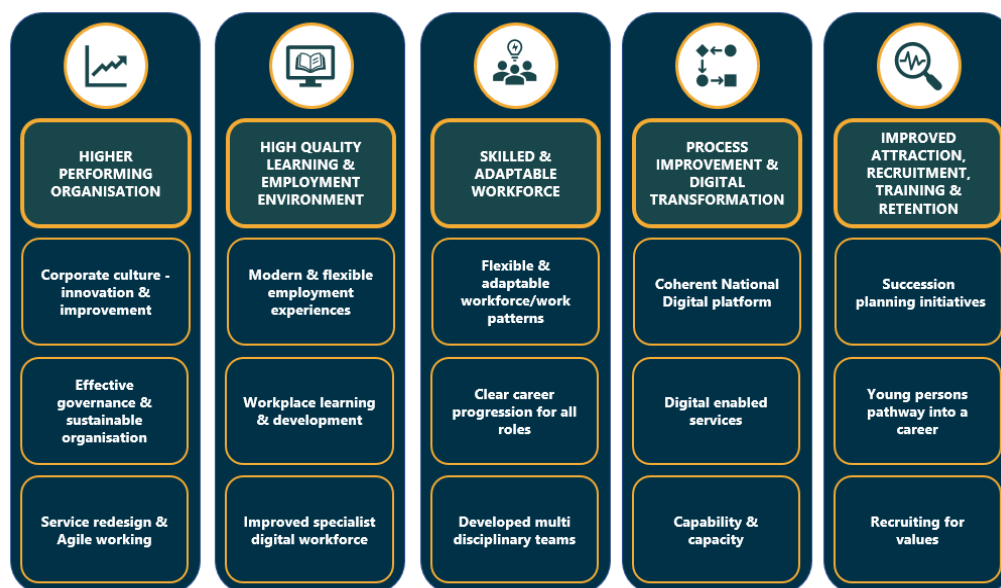
The strategic drivers summarised above were identified by the Extended Executive Team (EET)[4] and then informed development of the strategic workforce planning pillars in Figure 1. These workforce planning pillars formed the basis of Directorate discussions and were developed for the purpose of identifying and then defining Directorate needs and actions in relation to planning for the required workforce to be successful in achieving our strategic ambitions.

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[4] The Extended Executive team consists of NES Executive membership. The role of this group is to provide collective leadership and governance, along with advising and supporting the Chief Executive and the Board to deliver on strategic direction and priorities of the organisation, ensuring that the Board has appropriate information. Bi-weekly meetings are held which are chaired by the NES Chief Executive.

Figure 1 NES Strategic Workforce Planning pillars

To be successful in achieving our strategic ambitions, we need to think about workforce planning across these themes:

HIGHER PERFORMING ORGANISATION	HIGH QUALITY LEARNING & EMPLOYMENT ENVIRONMENT	SKILLED & ADAPTABLE WORKFORCE	PROCESS IMPROVEMENT & DIGITAL TRANSFORMATION	IMPROVED ATTRACTION, RECRUITMENT, TRAINING & RETENTION
Corporate culture - innovation & improvement	Modern & flexible employment experiences	Flexible & adaptable workforce/work patterns	Coherent National Digital platform	Succession planning initiatives
Effective governance & sustainable organisation	Workplace learning & development	Clear career progression for all roles	Digital enabled services	Young persons pathway into a career
Service redesign & Agile working	Improved specialist digital workforce	Developed multi disciplinary teams	Capability & capacity	Recruiting for values

Based on Directorate discussions and the strategic drivers, the preferred working model for NES is to develop an agile workforce that can be deployed flexibly to respond to emerging strategic priorities and commissions from Scottish Government.

The NES operating model will require the workforce to be developed as digital leaders through development and delivery of a NES Digital Skills and Leadership strategy that is linked to modern working arrangements (e.g., hybrid working) and to support delivery of technology enhanced learning. Furthermore, a NES Leadership Strategy is required to ensure there is leadership at every level within the organisation and to support succession planning for critical roles.

As an inclusive employer, our attraction, recruitment and retention of staff should enable our workforce to reflect the diversity of the Scottish population.

Conclusions – Step 2: What does NES look like in 3 years?

- Delivering successfully across the 5 pillars of the Scottish Workforce Strategy for health and social care.
- Multidisciplinary change agents across the system, influencing positive culture change across health and social care.
- Operating effectively across health and social care.
- Delivering a broader range of education and training, in addition to clinical education, further expanding delivery of education to support leadership and digital capability.
- A workforce of digital champions and educators delivering education and training that maximises technology enhanced learning.

- A modern employer, embracing flexible ways of working.
- An inclusive workforce that reflects the diversity of the Scottish population.
- Leading and collaborating on, as yet unknown, workstreams.
- A research learning organisation.
- Delivering the NHS Scotland Academy through a first-class faculty of multidisciplinary educators.
- Maximising and developing technology solutions across the system.
- Responsive to new, and as yet unknown, commissions.

STEP 3

Defining the required workforce

3.1 Activity Analysis over the next 3 years – What will we be doing?

1. Given the growing educational delivery agenda in NES and our ambitions to be a research learning organisation, we will need to retain and also recruit more multidisciplinary educators to deliver to multidisciplinary teams across health and social care. This will include delivery in new areas including leadership and digital capability and also as we continue to deliver educational programmes that include support to National Treatment Centres and through the expansion of the NHSS Academy faculty. The Scottish Government Workforce Strategy sets out clear commitments that include NES deliverables in relation to Pharmacy First, increased capacity and capability for Psychology therapies and interventions, additional Mental Health roles, and expansion of Medical training. We will require the workforce and skills to deliver across all these workstreams.

2. The corporate support infrastructures – e.g., Finance, Workforce (HR, OD), Business Management, Programme management, Facilities, Planning, Administration, Digital, Communications, Information Governance - across the organisation will also need to expand in support of a growing organisation and the widening remit NES has across the five pillars of the Scottish Government Workforce strategy.

3. Over the 3 years of this plan and on the assumption that current funding models continue, work NES is commissioned to deliver will have non recurrent funding attached. This will result in continuation of the recruitment and retention challenges that arise when there is not permanent funding for staffing resulting in non-recurrent monies funding key posts. These challenges are further explored in Step 4.

4. NES workforce has had to adapt at pace to changing work environments - how and where work is done, and how and where work is delivered. The Technology Enhanced Learning (TEL) workstream will continue to be central to NES remaining competitive and relevant in educational delivery over the 3-year period and beyond. TEL has delivered rapid tests for change across educational delivery and has been successful at cutting across the organisation and so these opportunities and the workforce to deliver them must be further developed to inform understanding of short-, medium- and longer-term educational delivery needs and skills.

5. Developing clear sight of single points of failure, skills and capabilities gaps, and supporting protected time for staff development will help ensure modernisation across the organisation both in how we work (digital capability) and where we work (hybrid working).

6. NES has an ongoing commitment to Fair Work practices and to being an exemplar employer of choice – this means we will continue to develop employee voice, embed fair working practices, promote flexible working, have inclusive policies and maintain strong partnership working.

7. The pace of change across the system is requiring the organisation to respond in an agile way that then often leads to organisational change. It is likely we will require to review how we structure teams and work across the organisation to support agile delivery and to underpin multidisciplinary working practices.

8. To support health and wellbeing we need to have adequate resources across teams – this requires development of workforce planning capability across the organisation to deliver proactive resource planning.

3.2 Numbers

Figure 2: Future Workforce by Directorate

Directorate	Current Workforce (headcount)	Future Workforce over 3 years	Rationale
Dental	152	185	22% projected growth
Finance	42	51	22% projected growth
Medical	310	382	22% projected growth, plus projected Academy roles*
NMAHP	98	132	22% projected growth, plus projected Academy roles*
Planning and CR	32	39	22% projected growth
Psychology	57	70	22% projected growth
Social Care	0	112	New Directorate, projected as similar size to NMAHP
Technology Services	163	199	22% projected growth
Workforce	89	109	22% projected growth
TOTAL	942	1,279	Based on projected growth trends, new Directorate and NHS Academy projections*

*Does not include NHS Scotland Academy Faculty covered by Service Level Agreements

Projected workforce informed by growth trends
Over a 27-month reference period (April 2019 to June 2021), workforce supply data (Step 4 below) suggests an increasing average headcount of 5 per month. If this trend continues, with a similar continued increase in staff numbers over the 3-year period this would give a projected workforce of 1,250 headcount. This is an increase of 225 headcount since June 2021, suggesting a projected organisational headcount growth of 22%.

Impact of new Social Care Directorate on workforce

In addition to this growth trend, the Social Care Directorate is estimated to grow to a similar size as the NMAHP Directorate (headcount: 112), Projected roles for the Social Care Directorate will include social care leads (Executive, Bands 8C-8D), educators (Bands 8A-8B, Bands 5-7), business managers (Bands 8A-B) and support staff (Bands 2-5, Bands 5-7).

Figure 3: Projected Social Care Workforce

Social Care Directorate Projected Composition

■ Exec   ■ Band 8C-D ■ Band 8A-B
■ Band 5-7 ■ Band 2-4
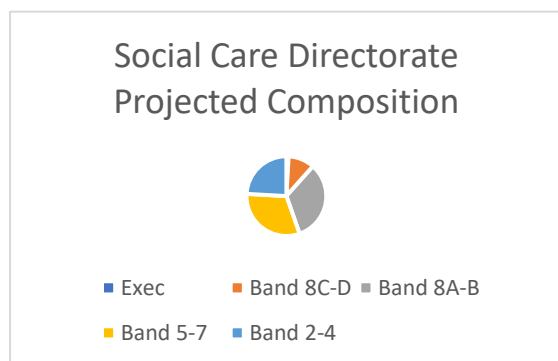
This additional projected workforce would give a projected headcount of 1,362, an increase of more than 30% since June 2021.

The Social Care Directorate budget is under negotiation with Scottish Government.

Projected workforce informed by operational planning activity

The 3-year NES Operational Plan 2022-2025 projects additional workforce supply for the 3-year period at 148 headcount, 89.95 WTE. The projected workforce at operational planning predicts growth particularly at bands 6 and 7, bands 8A and B and in the Medical and Dental cohort. The Medical and Dental roles will largely be sessional work, hence the disparity between the headcount and whole time equivalent.

Figure 4: Projected Workforce during Operational Planning

Job family & Grade	Whole time equivalent (WTE)	Headcount
Administrative Services	64	64
Medical & Dental	6.85	60
Nursing/Midwifery	1.2	2
Other Therapeutic	15	16
Healthcare Science	2.8	6
Grand Total	89.85	148

Figure 5: Administrative Services Roles

Administrative Services roles projected at Operational Planning
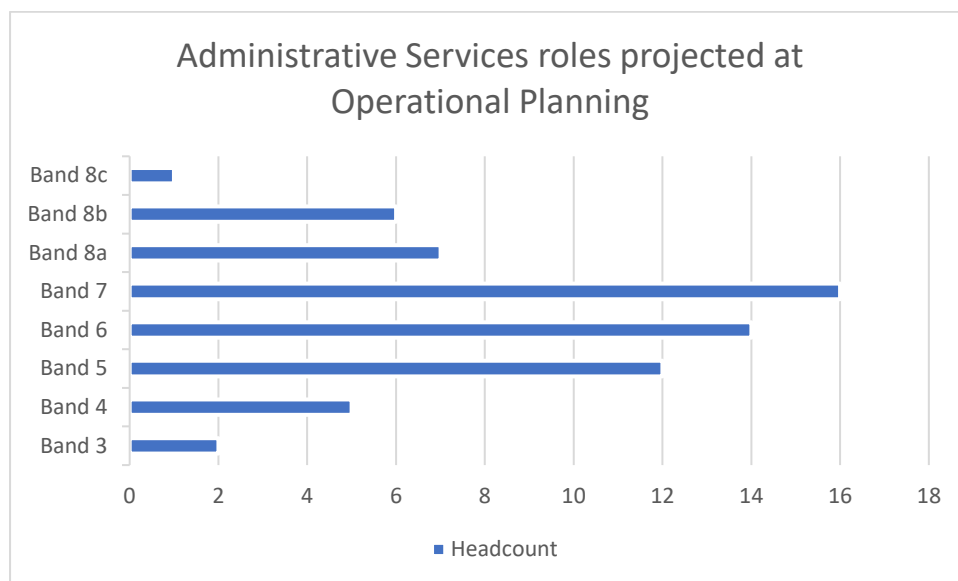
Operational planning projects an increase of 148 headcount (14% increase) over the next 3 years, whereas the growth trend suggests this could be higher (225 headcount, 22% increase), perhaps indicating that the operational planning projected workforce may be an underestimation, or that the growth the organisation has seen over the past 3 years may slow down. This under or over estimation could be as a consequence of as yet unknown/ unpredicted Scottish Government Commissions over the 3-year period.

Projected NHS Scotland Academy Faculty hosted by NES

NES will provide educational leadership to the development of the NHS Scotland Academy Faculty. This will involve employing and contracting with educators involved in delivery of Academy programmes. Key individuals have already been employed by NES to provide continued educational leadership or bring digital expertise to the programme. These individuals are line managed through existing NES Directorate structures in NMAHP, Medical and National Data and Technology.

Emerging experience from the programmes delivered so far (e.g. Endoscopy, Pharmacy) indicates that different Faculty arrangements will be required to support different programmes. For example, in some instances worker arrangements will be required to enable NES to engage individuals to deliver services on our behalf to learners on a more casual/ ad hoc basis. Service Level Arrangements between NES and other Boards are also being developed for Academy Faculty, replicating existing arrangements for other educators across the organisation (e.g. Training Programme Directors).

Work is currently being progressed to further develop a range of options to deliver the required faculty. What is clear, in workforce planning terms, is that NES will need

to recruit a range of multidisciplinary educators as employees and workers to deliver the educator workforce to support the Academy.

Projected programmes of education and the associated Faculty being delivered through the Academy are set out in detail in Appendix 2.

Whilst some of the support for the NHS Academy will be delivered by NES via SLA arrangements described in Appendix 2, NES will require to recruit and employ educators across the following projects:

Project	Workforce requirements in addition to core-funded team already in place
National Endoscopy Training Programme (NETP)	Consultant Grade, 0.1WTE, Chair NES Consultant Grade, 0.6WTE, Clinical Lead NES Consultant Grade, 0.1WTE *4, Regional Training Lead NES Band 6, 0.25WTE, technical support NES or NHSGJ Band 6, 0.5WTE, Quality/Research role NES or NHS GJ 50 x 1PA annualised of Consultant grade (Medicine) or 8A (Nursing). 50 JAG-accredited Faculty. SLAs via NES.
Assistant Practitioner Programme (NETP)	Band 8A, 0.4WTE, Senior Educator NES
National Treatment Centres' Accelerated Workforce Programme: Anaesthetic Assistants	Band 8A, 0.8WTE, Senior Educator NES Band 8B, 0.2WTE, Principal Lead NES Band 8A, sessional payments for development support to be arranged via NES Faculty development will be required
National Treatment Centres' Accelerated Workforce Programme: Surgical First Assistants	Band 8A, 0.8WTE, Senior Educator NES Band 8B, 0.2WTE, Principal Lead NES Faculty development will be required
National Clinical Skills for Pharmacists Programme	Actors on a sessional basis from a pool of 11 Expenses/casual payment via NES
Widening Access Routes: NHS Scotland Youth Academy (Golden Jubilee Huddle, Grampian Huddle, Tayside Huddle, Highland Huddle, D&G Huddle)	Band 8B, 0.7WTE, Programme Lead NES Band 7, 1.0WTE, Local Project Manager
Widening Access Routes: Armed Forces Service Leavers and Veterans	Band 8B, 0.7WTE, Programme Lead NES
National Ultrasound Training Programme	Band 8A, 1.0WTE, Senior Educator Sonographer NES Band 7, 0.5WTE * 3 Specialist Lead Sonographer NES

This indicates the range of expertise and educators required. Innovative approaches will be required to attract these specialist skillsets, particularly given challenges

across Boards in maintaining clinical services potentially leading to a reluctance to release staff to deliver education.

3.4 Types

Projected roles and skillsets: Agenda for Change roles.

The majority of the 21 projected additional roles (this includes those in the Nursing and Midwifery and the Other Therapeutic Job Families also) required at Band 7 are mostly in the Administrative Services family (16) and will sit in the Technology Services Directorate. However, there are additional roles required in specialist areas including Finance and HR, and projected Educational roles.

Figure 6: Projected additional Band 7 roles

Projected Band 7 roles by skillset

■ Technology ■ Specialist ■ Educational
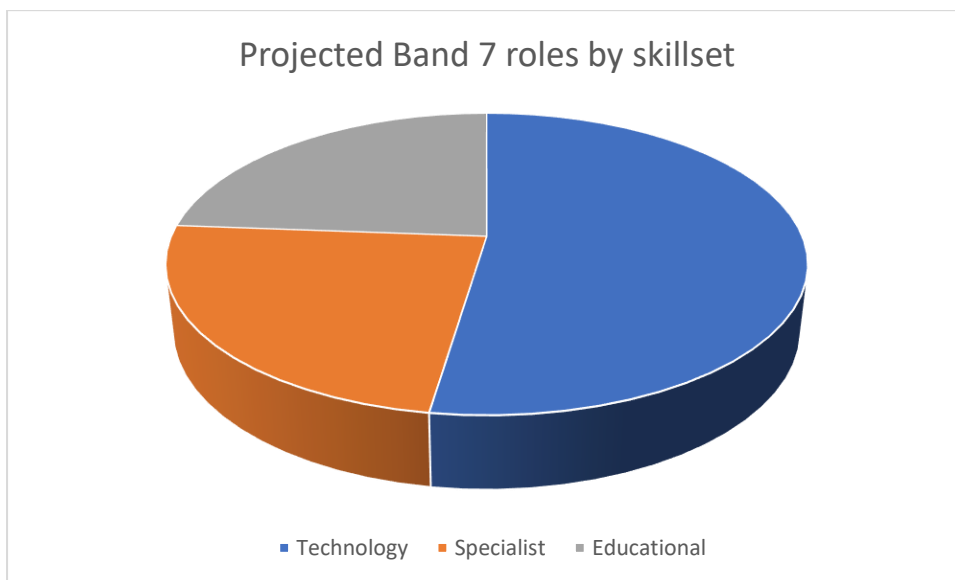
The 14 projected roles required at Band 6 in the Administrative Services job family are across a range of Directorates, the majority of roles at this level are for HR Business Partners.
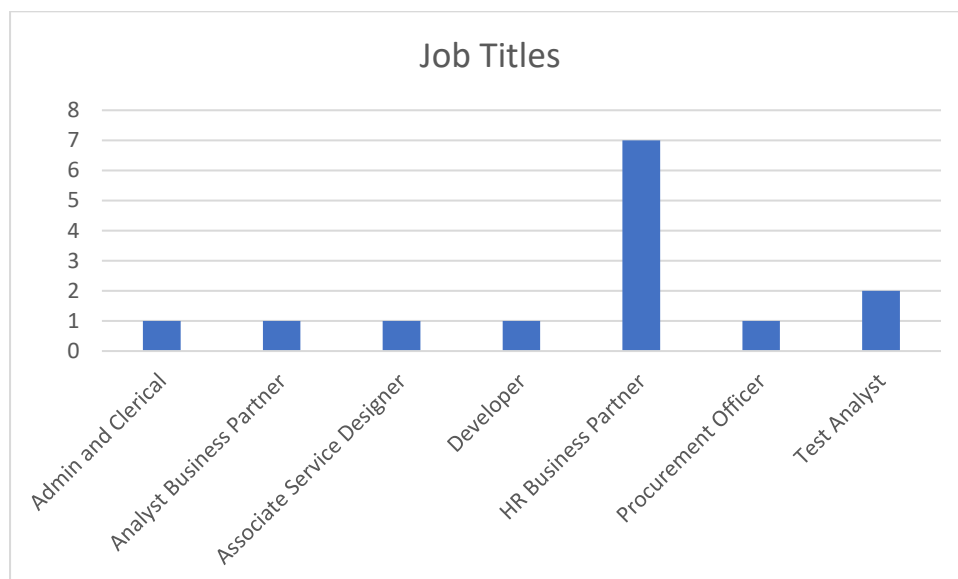
The projected additional roles required at bands 8A and 8B are mostly in the Administrative Services job family (13) with the majority of roles in the Technology Services Directorate (e.g. Engineers and Product Managers) across a range of digital products. The other roles are part time/ sessional and are for Educators across the Healthcare Science (1.4 WTE), Nursing and Midwifery (0.2 WTE) and Other Therapeutic (8 WTE) job families.

Projected roles and skillsets: Medical and Dental roles

The projected additional roles required in the Medical and Dental cohort will require recruitment from Medical and Dental staff most likely already employed by NHS Boards and the requirement may be for temporary contracts that supplement substantive clinical roles. Whilst the whole-time equivalence of our educator staff may be relatively small, the headcount is likely to be significantly higher as individuals deliver their NES work on a sessional/ part time basis, it is significant however because a high headcount means there are individuals who will require support from the organisation in the course of performing their role e.g., administrative, facilities, digital, finance, payroll, HR, development.

Figure 8: Projected additional Medical and Dental Cohort roles

Job titles for Projected Medical and Dental roles
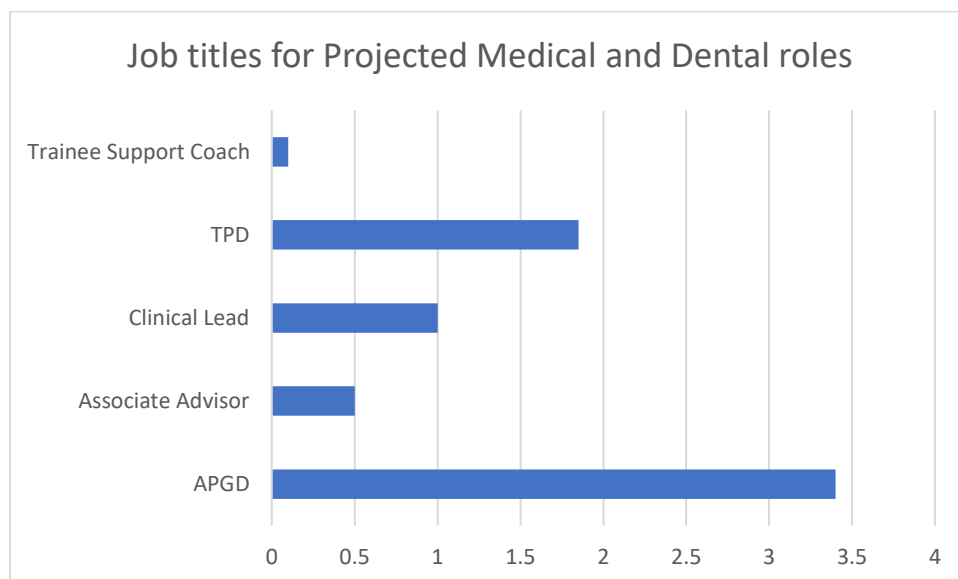
3.4 New ways of working

Each Directorate has an action plan that outlines the specific requirements such as demographic trends, risks, actions plan for the next 3 years, and projected workforce required for this. All Directorate actions plans area available on request from hrsupport@nes.scot.nhs.uk

Key themes from the Directorate action plans are:

- Technology Enhanced learning (TEL) and redesign of Turas will continue to transform the delivery of education across the system. Educator skillsets and expertise in technology enhanced learning are multidisciplinary, cross Directorate workstreams that will continue to progress across the organisation.
- New ways of working, including hybrid working, automation and new technology will require digital capability strategies across the organisation to develop skills and leadership.
- New ways of working will also require development of support to managers and for staff to work differently across teams and to maintain positive health and wellbeing, underpinning staff retention.
- Attraction and recruitment strategies will support Directorates to deliver effectively across workstreams, this includes interest from Directorates in developing capability for employability programmes.
- There is an interest in developing career pathways across the organisation to support retention and progression.
- Some Directorates have challenges with fixed term funding of posts and are reliant on agency/ fixed term staff, leading to training and retaining cycles when individuals leave or contracts conclude.

CONCLUSIONS: STEP 3 – Defining the required Workforce

- Delivery requirements across NES will continue to increase across a broadening range of services.
- Rising workforce demand, so we need more people – educators and other specialists/ expertise, plus business support staff.
- Funding models impact on our ability to retain talent
- Need to develop skills and capabilities to ensure success with new ways of working
- Positive work life balance is required to support health and wellbeing, underpinning retention and attraction
- Projections based on recent growth trends and the addition of a new Social Care Directorate suggest growth over the next three years could lead to a 30% increase in headcount.
- Operational planning projections for additional roles are not to the same levels as the growth trend.
- The majority of projected additional roles in NES are technology related.
- There will also be recruitment to a range of educator roles across the job families. These roles may be part time/ sessional and so although WTE may be small, recruitment activity such as individual pre-employment checks etc could be much higher given the actual headcount.

STEP 4

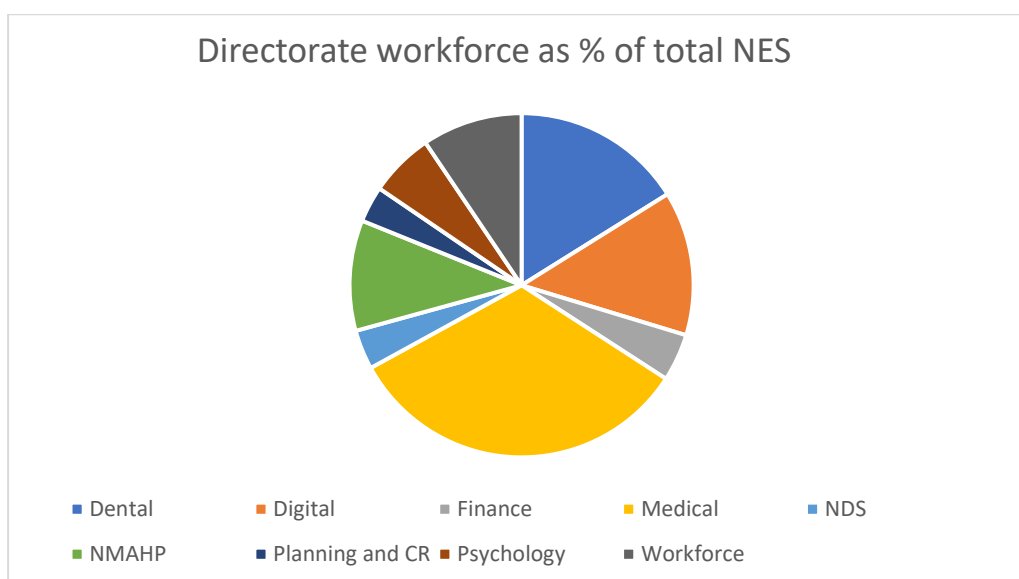## Understanding workforce availability: Demand Analysis of NES Workforce Requirements

4.1 Understanding the current workforce

The NES workforce supply data covers the reference period April 2019 to June 2021, Appendix 3 has a more detailed breakdown of the current workforce and Directorate action plans also provide more specific detail. Training grade staff employed by NES (e.g., junior doctors and dentists in training) are not included in the following data, training grade workforce planning is conducted at a national level.

4.2 Summary

1. Excluding trainee employees, at June 2021 NES had a workforce of 1,025 headcount, 847.6 Whole Time Equivalent (WTE).

2. The NES workforce is currently split across 9 Directorates.[5]

Figure 8: Directorate workforce

Directorate workforce as % of total NES

Legend: Dental, Digital, Finance, Medical, NDS, NMAHP, Planning and CR, Psychology, Workforce

3. The majority of NES staff are contracted on Agenda for Change terms and conditions. An average headcount of 126.81 staff over the reference period are contracted on Medical and Dental terms and conditions and an average headcount of 9.59 are Executive Grade.

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[5] It should be noted that following organisational change processes, the NDS and Digital Directorates are transitioning into a unified Technology Services Directorate.

4. Whilst NES roles can be split between job families, the non-clinical nature of the work being delivered across NES is such that to really understand the different roles, further analysis at the level of harmonised job title provides additional clarity on the type of work being delivered across a range of functional areas.

5. The majority of staff in NES are Bands 5 -7. A review of harmonised job titles across these Bands shows that the most common roles in NES are Senior Officer / Team Leader (16% of band 5-7). The next biggest group of staff are in bands 2 -4, the majority being at Band 4 (56.78%) and working as Administrators. There is an average headcount of 169.19 Band 8A-B roles in NES, mostly as Principal Lead or Manager/Principal Educator (44.81%). Band 8C roles are Head of Programme/ Head of Service roles, with a small number of 8D Associate Director roles (average headcount of 13.07).

6. The Executive Cohort includes Directors and the Chief Executive. Four of the Executive Cohort are Executive Directors on the NES Board. Executive roles are evaluated via the National Evaluation Committee.

7. The Medical and Dental Cohort are mostly in the Medical and Dental job family in educator roles, the majority are Associate Advisers (45.91%).

8. Appraisal, objective setting and developmental learning needs are recorded on an annual basis on Turas Appraisal, with 80% completion across the organisation. However, there is not currently the functionality to extract at organisation level thematic learning needs or extrapolate baseline data on existing skills and capabilities.

9. Recruitment in NES is split between internal and external recruitment c. 15% of recruitment is internal.

10. NES has a growing workforce - this trajectory has been broadly similar across the majority of NES Directorates and is most notable in an increasing headcount at Bands 5-7 and Bands 8A-B. Band 8C-D headcount is also showing an upward trend. Data on applications by grade shows that most applications are received for Band 3 and Band 4 posts.

11. Recruitment activity over the reference period has included new and replacement recruitment of NES employees (75%), agency workers (18%) and secondees (6%). Use of agency workers is highest at Bands 5-7 and largely concentrated in National Data and Technology Services (formerly NDS and Digital) and Workforce Directorates. Secondments are mostly used for Bands 8A-8B.

12. Recruitment of new and replacement staff in NES shows peaks for new starts in April in each year and a potential trend of new starts every 3 to 4 months. Some Directorates have had higher recruitment relative to the Directorate

size, e.g., NDS (now known as Technology Services as Digital and NDS have transitioned into a unified Directorate) and Workforce.

13. Over the reference period, the NES workforce is predominantly permanent (80% in 2021). There is variation however across Directorates in relation to the temporary workforce – this may be related to funding arrangements, peaks for activity or other factors. The Psychology, Workforce and Technology Services Directorates have been most reliant on a temporary workforce.

14. The average time to fill across NES vacancies during the reference period is 95.14 days. Outliers to the average tend to be due to longer notice periods in senior roles, hard to fill recruitment and delayed pre-employment checks.

15. The data shows fluctuations of leavers with peaks every 3-5 months and variation in turnover across Directorates. Leavers were mostly in band 5-7 (99), then band 2-4 (77) and then Medical and Dental (71). The majority of leavers are due to the end of a fixed term contract (26.3%).

16. Absence rates across NES are low, currently 1.8%, this compares to 6% across NHS Scotland, the national target is 4%.

17. In addition to the employed workforce, other contracting arrangements are in place to support NES business, for example, Service Level Agreements and use of workers. This resource is not included in this workforce plan, however over the next 3 years mechanisms will be developed to better capture and report on the contribution of these arrangements to NES delivery, to inform future planning activity and understanding of supply/ demand issues.

4.3 Forecasting

1. It is anticipated that recruitment of Educators could be impacted due to pressures across the NHS, meaning that NES may find it difficult to recruit due to lack of capacity within the clinical role/job plan of these individuals i.e., Boards maybe unable to release.

2. We are competing in a range of different markets for other staff – e.g., Administrative, Finance, Project Management, HR, Technology Services.

3. NES currently has a very small workforce in the 16-24 age range, we know that we receive the largest number of applications from this age group for entry level roles, but that NES policy is generally for internal recruitment first for roles band 5 and below. The organisation is not actively utilising employability programmes, e.g. the Modem Apprentice talent pool. All of these factors suggest there is an opportunity to improve attraction of this age

group into the organisation and to develop the career pathways that will support longer term retention.

4. Whilst there is a robust establishment control process in place across NES, this can slow down agility, recruitment is mostly reactive.

5. A clear strategy for attraction of staff into NES that covers the roles and skillsets we require to recruit into, joined up campaigns across the organisation, strategies for recruitment to specialist roles/ remote geographies and ensuring resource is in place at the right time may help NES be more proactive in attracting a diverse workforce.

6. Formal talent management and progression points may be useful in supporting retention of staff.

7. Currently a fifth of NES staff are on temporary contracts – either fixed term or via agency, reflecting the non-recurrent funding attached to many projects/ workstreams or the use of corporate underspend to bring in additional workforce. Continuation of this approach will see continuation of a fluctuating workforce and adds to ongoing turnover and associated repeated recruitment activity.

8. Agency workers are likely to continue to be utilised given the predicted non-recurrent funding for posts over the 3-year period. The restrictive supplier framework already presents challenges in a highly competitive market in securing the calibre of candidates, especially in specialist areas such as Technology Services and Finance. Additional challenges that already arise from short term funding and contracts include the time to train impacting on collective productivity and the subsequent loss of expertise when the agency worker leaves, or the contract concludes. This will be further compounded by the recruitment landscape, which is currently a candidate driven market, meaning that short term contracts may be less attractive, and it could be more likely for those on short term contracts to leave for external permanent positions prior to an end date. When specialist knowledge and expertise is developed over the next 3 years, it could be there are missed opportunities to redeploy this in a more flexible way that could reduce the challenges associated with developing specialist expertise and capacity via short term contracts.

9. The digital capability of all NES staff will be another priority skillset given their role as digital champions across NHS Scotland and also to maximise effectiveness in delivery.

10. Tackling the resource stretch reported through workforce planning discussions across many teams in the organisation – e.g., due to a lack of funding, increased workload, new areas of work, capacity/ demand challenges – will help address the lack of time to anticipate and react to wide scale

change and to determine the impact on specific teams. This can also have a negative impact on staff health and wellbeing, leading to a high risk of staff burnout.

4.5 Demographics

Further detail on NES demographics is provided in Appendix 4, in summary:

1. NES has a predominately female workforce (72%), with a majority of females across the Agenda for Change (especially Bands 4 - 5) and Executive cohorts and a more even split in Medical and Dental roles. The majority of the less than full time workforce are women.

2. Over 50% of the workforce aged over 45. NES has a very small workforce, 2%, aged 16-24. Some Directorates have a varying distribution across age ranges, although all have very low levels of employment in the 16-24 age group.

3. Small numbers of staff disclose a disability, 3%. The majority of disabled staff are working in Band 5 - 7 roles in NES.

4. The NES workforce is predominately White – 93.54%. The most diversity is seen in Medical & Dental Cohort roles, followed by Band 2 – 4 roles.

4.6 Supply Options

Indications are that the NES workforce will continue to grow; future NES workforce supply options are listed below along with further clarity on the scale of these options.

Red – no formal NES resource in place for this and would require additional resource to support. It is anticipated that it would take 12-18 months to fully roll out and embed in the organisation.

Amber – some formal resource in place to support this. However not an existing business as usual activity. It is anticipated that it will take 6-12months to fully roll out and would impact existing workloads.

Green – existing resource and process in place. Continuous improvements are ongoing and can readily be absorbed within existing resource.

Supply options:

- External Recruitment – various markets dependant on role – Green
- Employability programmes – Amber
- Recruitment/ contracting with clinicians active in other parts of the system for educator sessions – Amber

- Service level agreements with other Boards and clinicians for educator sessions - Amber
- Retraining/ development of existing staff to have digital capabilities that support use of technologies in delivery – Green
- Career progression for NES staff - Red
- Succession planning - Red
- Temporary staffing via agency – Amber
- Secondments from other employers - Green
- Outreach activities to support our attraction strategy whilst contributing to SG policy – Red

Conclusions: Step 4 – Understanding the current workforce

- NES has a growing workforce, this is reflected in a trend for sustained high levels of recruitment for new and replacement posts.
- The majority of NES staff are working at bands 5-7, with the most recruitment across these Bands in largely administrative/ business support roles.
- A fifth of the employed NES workforce are on fixed term contracts/ agency.
- We have an aging workforce and do not generally reflect the diversity of the Scottish population.
- Most applications are for roles at band 3-4.
- Recruitment of new resource takes on average 3 months to conclude.
- Turnover is cyclical.
- Absence is low.
- We will face recruitment challenges given the supply options.
- The skillsets and skill gaps across the organisation are not fully understood, but we know skillsets and role requirements are changing given new technologies and ways of working.

STEP 5

Developing an Action Plan: What are we going to do to address our Workforce gap?

5.1 NES Workforce Gap analysis

1. Given the predicted additional workforce based on organisational growth trend and also the projected workforce from operational planning, combined with the additional workforce identified for a Social Care Directorate and for the NHSS Academy, it is clear that increased recruitment activity will be a key component in delivering the required supply of NES workforce. The projected workforce data collated through operational planning is likely to have underestimated workforce demand, this is potential planning gap should continue to be addressed through development of workforce planning capability across the organisation. A clear recruitment and attraction strategy will be required to deliver successful recruitment outcomes.

2. The data suggests that whilst we may continue to have high recruitment at band 6,7,8 and across Medical and Dental Educator roles, the skillsets for these posts are likely to have a different focus – e.g., Technology Enhanced Learning, Technology Services roles or specialist roles. This is likely to require different articulation of the roles and careful thought as to how to develop existing staff and where to source future candidates from.

3. As an education organisation, our future educator talent pools need development across Boards and into other sectors to develop Digital Workforce Education Specialists and pathways required to navigate the interplay between learners, educators and digital technology. It is also essential that we continue to develop the skillsets of our current educator workforce – this will require multidisciplinary working across the organisation.

4. With a growing organisation and anticipated new, albeit as yet unknown, commissions from Scottish Government, the demand increases on existing corporate functions, such as Technology Services, Workforce, Facilities and Finance. The projected workforce and estimated organisation growth data have not usually been shared proactively with corporate functions to inform the resource planning of these other Directorates nor included in bids for Scottish Government funding.

5. Communications with Directorates as part of the workforce planning process, identified upskilling of staff across the following priority areas will be required to support NES workforce to have the right skills to support delivery of NES strategic ambitions, underpinned by investment in staff development:

- Communication skills particularly across a complex framework of stakeholders
- IT
- Leadership
- Digital skills
- Train-the-trainer (online)
- Education development
- Access to formal training to upskill staff in new digital products
- Virtual training delivery skills
- Networking/communication/creative engagement process
- "People" skills, working as part of a team
- Opportunity for informal learning within teams, from colleagues and through direct experience

6. As part of NES's aim to attract and retain a diverse workforce, upskilling across NES on the range of employability initiatives available, along with developing guidance and understanding of the supervisory and management support required will enable future identification of opportunities to develop routes into the organisation.

7. Career pathways across NES and succession planning for business-critical roles will be key to retention of staff and development of skillsets that support multi-disciplinary approaches, agility, and mobility across the organisation. Development of change management expertise, transformational leadership and agile processes will also be key.

8. To maintain effective delivery, retain staff and be competitive in the labour market, NES must continue to provide Fair Work, be a leader on equality and diversity in the health and social care sector, and develop innovative ways of working that fulfil the needs of staff and that promote positive health and wellbeing.

5.2 Priority and Action planning

Appendix 5 sets out the timeline for actions, the key themes identified through the workforce supply and demand analysis are as follows with the link to the 5 pillars in the Health and social care: national workforce strategy noted in brackets:
- Attraction and Retention (Attract, employ and nurture)
- Projected staffing (Plan)
- Upskilling and Digital capability (Train)
- Youth Employment (Attract)
- Succession Planning (Nurture)
- Funding models (plan)
- Technology Enhanced Learning (Train)
- Career pathways (Nurture)

5.5 Managing Change

A responsive organisation

To support the expansion of the organisation – both in relation to what we deliver and the workforce to do so – we will require platforms, systems and processes to be fit for purpose and efficient, cutting out unnecessary duplication or administration wherever possible. Adopting a quality improvement approach, we will continuously look for ways to achieve this efficiency and management of risk.

Attraction and Retention: Attract, employ and nurture

By June 2022, we will develop a clear approach to attraction informed by the projected recruitment data from operational planning and interviewing recent recruits to NES for their feedback. We will use this to develop refreshed recruitment materials for use across social media.

Given the range of specialist roles across the organisation and the different sources of talent for vacancies, throughout 2022 we will begin work with Directorates and stakeholders to better understand how we can best develop specific strategies. These strategies will enable us to more successfully recruit into the relevant roles by developing an understanding of our competitors, by supporting successful attraction of a diverse workforce and through linkages to NHS Scotland Careers.

Underpinning equal pay and job evaluation, NES utilises harmonised job descriptions. Agreed in partnership in 2015, these job descriptions will be reviewed in 2022 to improve information at recruitment stages and to ensure that the terminology reflects current working practices and reflects the skill sets the organisation now requires, particularly in relation to technology enhanced learning and digital capability.

Organisational infrastructures such as establishment control and organisational change processes should be refreshed to ensure they remain fit for purpose and the organisation continues to grow its business and the workforce.

Across the organisation and embedded in the Recovery work, new ways of working that support attraction, retention, staff health and wellbeing support will continue to be developed over the next 3 years.

During the 3-year plan, insights from exit feedback will be further developed to inform staff retention and attraction into NES.

Projected Staffing: Plan

Combining the anticipated social care roles, projected staffing data from operational planning (highlighting high levels of recruitment for Technology, Specialist and Educator roles) along with predictive data on replacement recruitment (informed by

replacement recruitment activity over 2021), a recruitment plan will be developed in Q4 of 2021/22 for 2022/23 that will join up recruitment for key roles throughout the year, identifying roles to target as part of the attraction strategy and also enable use of talent pools for unplanned vacancies as a result of attrition. This approach will be monitored for impact on recruitment outcomes and also for any reduction in duplication of recruitment activity. Ongoing upskilling on workforce planning will also be progressed to further develop organisational capability.

Upskilling and Digital Capability: Train

Developing a baseline metric for staff skills, and in particular digital capability, will be progressed during 2022 and corporate budget will be identified for investment in staff development. Alongside this and to reflect new work and working practices, core induction for staff will be refreshed with new differentiated line managers induction. As part of the wider refresh and improvement of NES internal learning and development provision, a range of development opportunities will be made available via the Learning at Work Catalogue (originally developed and made live in 2021).

Employability: Attract, Train and Employ

During 2022, work will be progressed to upskill teams on the different employability schemes available informed by Developing the Young Workforce & No One Left Behind strategies and embedding processes that will support implementation across NES. This will then enable managers to identify suitable opportunities across their teams in the next round of operational planning in 2022 and will also provide clarity to managers and teams of the support the organisation will provide to individuals through supervision, experience-based learning and, where required, research/ study topics. Some Directorates have already identified potential to undertake tests for change in 2022 and learning from these will be shared, for example through the Senior Operational Leadership Group.

Succession Planning: Nurture

During 2022, the succession planning approach agreed by the Executive Team in 2021/22 will be progressed in each Directorate to ensure adequate succession planning particularly where retirement of senior postholders is anticipated.

Funding models: Plan

In addition to ensuring that any costs for corporate functions that are impacted by Scottish Government Commissions are included in bids for funding, in 2022 a pilot will be developed to appoint permanently into recurrent roles in NES that typically have non recurrent funding, for example Programme Managers and Administrators.

Individuals will be recruited on permanent contracts but will be moved round internal attachments.

Career Pathways: Nurture

To support retention, career development and organisational mobility career pathways for key posts in the organisation will be developed during year 2 (2023/24) of the plan. In addition, in year 2 Directorates will explore rotation of staff across teams to develop agility and transferable skills, with opportunities for tests for change and learning discussed at the Senior Operational Leadership Group.

Conclusions: Step 5 – Developing an action plan

- Gaps identified that will impact on availability of workforce include:
  - Lack of consistency between organisational growth and projected workforce at operational planning – workforce planning capability/ maturity
  - Lack of an attraction and recruitment strategy
  - Baseline data and skills matrixes
  - Outdated articulation of the skill and experience requirements for roles
  - Educator talent pools, pathways and skillsets
  - Organisational infrastructure and support services to match the pace of workforce growth
  - Lack of developed skills across priority areas
  - Clear career pathways and succession planning
  - Diversity across the workforce

- An organisation action plan, informed by common themes emerging from Directorates, has been developed to address these gaps, with clear timelines and responsibilities.
- The organisation will manage the changes that arise as an expanding organisation though the action plan and through a quality improvement approach to existing platforms, systems and processes.

STEP 6

Implementation, Monitoring and refresh

Whilst NES has a track record in supporting workforce planning for professional groups an at a national level, this is the first 3-year workforce plan for our NES workforce. Therefore, over this 3-year period we will strive to further develop and embed the pillars that will support future workforce planning activity across the organisation, this includes upskilling teams on a workforce planning approach, developing skillset data for our own workforce and utilising data on growth and projected workforce more proactively. Where during the lifetime of this plan it emerges that an identified action is no longer valid, we will review and refresh our approach.

This 3-year plan pulls together organisation wide workforce planning themes informed by Directorate action plans. Each Directorate has workforce planning included on the performance management system that will require quarterly updates on progress and as such workforce planning will be a discussion at Directorate senior team meetings with the HR Business Partner. The organisation level actions have also been included in Workforce Operational Planning activity so that progress will be tracked on a quarterly basis and reported as required.

Recognising the pace of change and supporting an agile approach, Directorates are encouraged to undertake tests for change with workforce planning activities, sharing learning and outcomes through the Senior Operational Leadership Group.

Measuring progress

Across the organisation there should be collective ownership of the 3-year plan:
- The Staff Governance Committee will hold the Executive Team to account for delivery of the plan.
- Directorates have a responsibility to participate in the development and shaping of the workforce plan to ensure that it underpins delivery of organisational objectives and is used to inform operational and financial planning.
- All staff should be encouraged by their line manager to engage with the workforce plan and have visibility of the actions that will be put in place to ensure NES has the required workforce of the future through careers development, talent management and succession planning. Developed in partnership and with input from the staff networks the plan will be underpinned by our values and our aim is to be an organisation that removes inequalities, delivers fair work, and is diverse and inclusive.

Revisiting the six steps

The overall plan will be reviewed on an annual basis to ensure that all workforce planning actions are still appropriate and are being progressed.

Appendix 1 – Roles and Responsibilities

Roles within Workforce planning (WFP)	Responsibilities	Lead/Accountable Officer	Frequency
Staff Governance Committee	To hold the Executive team to account for delivery of the Workforce Plan	The Committee	Throughout planning stages and the lifetime of the plan
Extended Executive Team (EET)	To ensure delivery of the Workforce Plan, to input, review, challenge and sign off on proposed Workforce Planning documentation	The Extended Executive Team	Throughout planning stages and the lifetime of the plan
Senior Operational Leadership Group (SOLG)	To assist in determining Workforce planning priorities for the 3-year period	SOLG membership	Throughout planning stages and the lifetime of the plan
Directorate Lead	Nominated lead for each Directorate (named on Directorate summary documents) to link in with HRBP's on a regular basis to discuss their action plan and staffing requirements. This is to be signed off with HRBP on a quarterly basis via MiTracker.	Nominated Directorate lead specified in the Directorate summary documents	Throughout the lifetime of the plan
HR	**Head of Service – HR:** To progress Workforce Plan within the organisation, this includes but is not limited to, providing updates of workforce plan progress at relevant committees, input and supervision of the progress of the plan, write up and review of documentation for the plan, stakeholder engagement **Lead HR Business Partner for WFP:** Create and facilitate training for HR Business Partners, Directorate, Liaise with Directorates regarding WFP, Document various meetings, Stakeholder engagement Update relevant Stakeholders and Head of Service-HR on progress Develop Directorate action plans Input into the write up of the organisation WFP Ensure adhering to any timelines Ensure that quarterly updates and reviews are taking place in a timely manner **HR Business Partners (HRBP's):** To support the Lead HR Business Partner in liaising with Directorates. To support the actions specified but the Directorates and ensure that these are progressed as per the timeline To discuss and identify possible recruitment activities that could be joined up To ensure that the performance management system is updated on a	Head of Service – HR Lead HR Business Partner for WFP HR Business Partners	Throughout planning stages and the lifetime of the plan

Roles within Workforce planning (WFP)	Responsibilities	Lead/Accountable Officer	Frequency
	quarterly basis with the required information.		
Finance Manager	To provide details of costings with regards Workforce planning	Finance Manager	Throughout planning stages and the lifetime of the plan
Specialist Lead Education and Management Development	To review Directorate action plans and assess needs of training and upskilling across the organisation	Specialist lead of Education and Management Development	Throughout planning stages and the lifetime of the plan

Appendix 2: NHS Scotland Academy Projected Workforce

NHS Scotland Academy programmes of education and required faculty for 2022/23, as known at 22 April 2022.

ID	Project	Status	Elevator Pitch	Workforce requirements in addition to core-funded team already in place (and whether NHSGJ or NES are contractor/employer) Status at 22 April 2022 with plans for 2022/23
1	Skills and Simulation Centre	Delivery	Creation of a skills and simulation centre to provide a home to the NHSSA within NHS GJ, adding additional high-quality space to that already available within NHS GJ.	Time from an experienced Sim Tech will need to be bought in for training purposes and unlikely to recruit full skill-set locally to GJ - support likely to be bought via SLA with another simulation centre NES. Band 8B, 1.0WTE, Centre Manager NHS GJ Band 4, 1.0WTE, Skills Administrator NHS GJ Band 4, 1.0WTE, Clinical Simulation Technician NHS GJ Band 4, 1.0WTE, Clinical Simulation Technician NHS GJ Band 4, 1.0WTE, AV Technical Support NHS GJ Technician development will be required

2	National Endoscopy Training Programme (NETP)	Delivery	To develop a faculty of 50 endoscopists who deliver high-quality training to national (JAG) standards in colonoscopy and upper GI, at JAG accredited units throughout Scotland, enabling services to be developed, using a whole-team approach and significantly reducing waiting lists and wait times for endoscopy services.	Consultant Grade, 0.1WTE, Chair NES Consultant Grade, 0.6WTE, Clinical Lead NES Band 8B, 1.0WTE Programme Lead NHSGJ Band 5, 1.0WTE, Administrative support NHSGJ Consultant Grade, 0.1WTE, Regional Training Lead NES Consultant Grade, 0.1WTE, Regional Training Lead NES Consultant Grade, 0.1WTE, Regional Training Lead NES Consultant Grade, 0.1WTE, Regional Training Lead NES Band 6, 0.25WTE, technical support NES or NHSGJ Band 6, 0.5WTE, Quality/Research role NES or NHS GJ 50 x 1PA annualised of Consultant grade (Medicine) or 8A (Nursing). Currently (April 22) in round 1 of recruitment for the first 8-12 of the circa. 50 JAG-accredited Faculty. SLAs via NES.
3	Assistant Practitioner Programme (NETP)	Delivery	To deliver accelerated training for 80 HCSWs, currently working at career level 2 or 3, equipping them to function at career level 4.	Band 7, 0.2WTE, Clinical Educator for SVQ internal verification NHSGJ Band 6, 1.0WTE, SVQ Assessor NHS GJ Band 6, on sessional basis for 12 days, Clinical Educator Likely SLA via NHS GJ Band 7, on sessional basis for 12 days, Clinical Educator Likely SLA via NHS GJ Band 8A, 0.4WTE, Senior Educator NES
4	National Treatment Centres' Accelerated Workforce Programme: Foundations in Perioperative Practice	Delivery	To develop the workforce for National Treatment Centres by delivering an accelerated training programme, over 31 weeks, to enable band 5 nurses to work in perioperative settings.	Band 7, 0.8WTE Clinical Educator NHSGJ Band 6, 0.5WTE Clinical Educator NHSGJ (currently vacant) Band 7, 0.2WTE Clinical Educator Lead GJUNH (Temporary - Faculty support) Band 7, 0.2WTE Faculty Bank NHSGJ Currently (April 22) recruiting for additional 0.5WTE of both band 6 and band 7 clinical educator NHSGJ for one year Dispersed model will require additional faculty for each site of band 5 technician support and 2 x band 6/7clinical educator faculty. From Oct 2022 onwards. Likely to be managed by SLA via NES.

5	National Treatment Centres' Accelerated Workforce Programme: Anaesthetic Assistants	Delivery	To develop the workforce for National Treatment Centres by equipping staff from a range of professional backgrounds to support surgical services.	Band 8A, 0.8WTE, Senior Educator NES Band 8B, 0.2WTE, Principal Lead NES Band 8A, sessional payments for development support to be arranged via NES Pop up Faculty for 8 workshop days per cohort: Consultant plus 2x Senior Educators/ODPs. Likely SLA via NES Band 5, Technical support for delivery days Likely SLA via NES Faculty development will be required
6	National Treatment Centres' Accelerated Workforce Programme: Surgical First Assistants	Development	To develop the workforce for National Treatment Centres by equipping staff from a range of professional backgrounds to support surgical services.	Band 8A, 0.8WTE, Senior Educator NES Band 8B, 0.2WTE, Principal Lead NES Pop up Faculty likely to be similar to Anaesthetic Assistant for delivery days: Consultant or Relevant Senior role x 3 Likely SLA via NES Band 5, Technical support for delivery days Likely SLA via NES Faculty development will be required
7	National Clinical Skills for Pharmacists Programme	Delivery	Equipping pharmacists who have completed their Independent Prescribing qualification with the skills and confidence to begin prescribing, reducing pressure on GP services.	Consultant, 0.2WTE, Medical Advisor NHSGJ Band 8A, 0.4WTE, RMP4 Pharmacy support role for one year from June 2022 NHSGJ Actors on a sessional basis from a pool of 11 Expenses/casual payment via NES Faculty on a sessional basis (3 per day) from a pool of 20 medics and 16 ANPs Expenses/casual lecturer payment via NES
8	NMC OSCE Prep Centre	Delivery	Supporting Boards who have recruited nurses from outside the UK, by helping with preparation for NMC OSCEs. This will help the nurses to gain registration so they can practice independently as quickly as possible.	Band 8A, 1.0 WTE, Senior Educators

9	Preparation for work in health and social care in Scotland	Delivery	Supporting Boards and Social Care providers in winter 2021, by providing a digital resource that enables people new to roles in health and social care to be well-prepared. The resource is suitable to be used after interview but before starting work, whilst HR processes are underway, and it is a stop-gap resource whilst the national commission on induction for HSCWs is ongoing	Covered by core team
10	Widening Access Routes: NHS Scotland Youth Academy (Golden Jubilee Huddle, Grampian Huddle, Tayside Huddle, Highland Huddle, D&G Huddle)	Development	Co-creation of a school apprenticeship pathway as a proof of concept. Twenty young people from each huddle area will join a pilot, which will start in 2023 enabling the first cohort of potential new NHS workers to be available from the summer of 2024.	Band 8B, 0.7WTE, Programme Lead NES Band 7, 1.0WTE, Local Project Manager

11	Widening Access Routes: Armed Forces Service Leavers and Veterans	Delivery	Engaging with a wide range of stakeholders to explore opportunities to raise awareness of the potential of working in health and care services amongst service leavers and veterans, and seeking to offer seamless or supported pathways into careers in the NHS, SAS, or social care.	Band 8B, 0.7WTE, Programme Lead NES Band 7, 1.0WTE, Local Project Manager
12	Endoscopic Vessel Harvesting	Development	To provide a training programme for people who will harvest long veins endoscopically.	Covered by core team
13	National Ultrasound Training Programme	Development	Increase Ultrasound capacity in NHS Scotland by supporting Boards to train ultrasonographers through a hub and spoke approach and use of dedicated practice educators, in partnership with Glasgow Caledonian University.	Band 8A, 1.0WTE, Senior Educator Sonographer NES Band 7, 0.5WTE Specialist Lead Sonographer NES, Band 7, 0.5WTE Specialist Lead Sonographer NES Band 7, 0.5WTE Specialist Lead Sonographer NES
14	Ophthalmology: Cataract Training	Development		Too early in development to plan
15	Bronchoscopy Training	Development		Too early in development to plan

16	Clinical Engineering	Exploration		Too early in development to plan
17	National Pathology Training School	Exploration		Too early in development to plan
18	Decontamination Roles	Development	Explore opportunity and confirm an enhanced pathway to recruit, retain and train decontamination staff for NTCs, including opportunities to promote careers, alongside meeting service needs.	Too early in development to plan
19	AR – VR – MR	Exploration		Too early in development to plan
20	Robotics	Exploration	Explore appetite for a once-for Scotland approach to inter-professional training to support the roll-out of robotic assisted surgery training in Scotland.	Too early in development to plan
21	Faculty Development	Delivery	SCSCHF will provide leadership for faculty development for people delivering NHS Scotland Academy programmes, increasing national capacity and capability for using simulation in health and social care education and training in Scotland.	Project led by SCSCHF - 3 faculty have been appointed, 2 x Consultant Grade and 1 x Resus Officer grade. Managed by SLA via NES.

25	Widening Access Routes: Mobile Testing Units' staff	Exploration	Engaging with stakeholders to explore opportunities to raise awareness of the potential of working in health and care services amongst colleagues working in Mobile Testing Units, and seeking to offer seamless or supported career pathways in health and social care.	Too early in development to plan
26	University of Strathclyde/NHS GJ Partnership	Exploration		Band 8A, 0.6WTE, RMP4 Pharmacy support role for one year from June 2022 NHSGJ

Appendix 3: Current Workforce Supply

The following NES workforce supply data covers the reference period April 2019 to June 2021. Training grade staff employed by NES (e.g., junior doctors and dentists in training) are not included in the following data, training grade workforce planning is conducted at a national level.

The workforce data for the reference period is analysed below by:

- A. Directorate
- B. Grades and Roles
- C. Capabilities and skill sets
- D. Growth and recruitment activity
- E. Turnover
- F. Agency usage
- G. Sickness Absence
- H. Employment arrangements
- I. Composition

A. NES Directorates

1. Excluding our trainee employees, at June 2021 NES has a workforce of 1,025 headcount, 847.6 Whole Time Equivalent (WTE). This gap between headcount and WTE is not surprising given that many of the educators across NES have substantive clinical roles elsewhere in the system.

2. The NES workforce is split across 9 Directorates; however, it should be noted that following organisational change processes, the NDS and Digital Directorates are transitioning into a unified Technology Services Directorate – data during the reporting period is split due to the former structure.

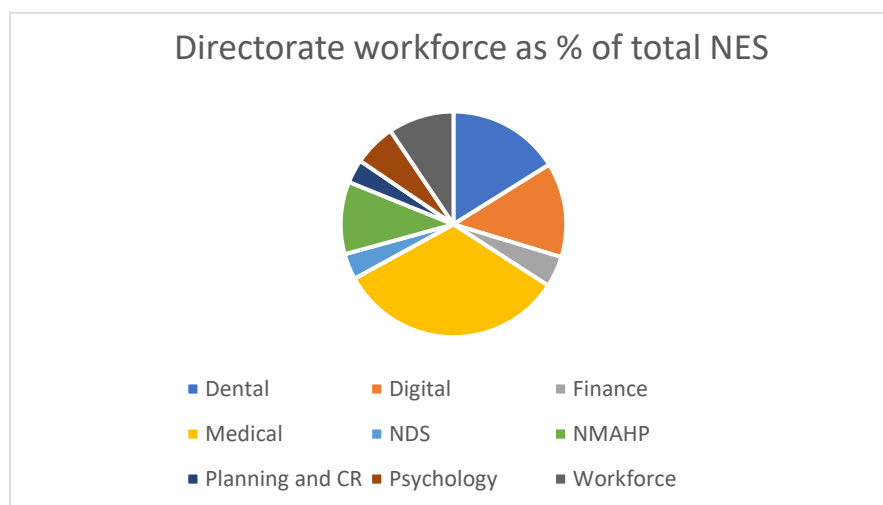Figure 1: Split of workforce across Directorates

Directorate workforce as % of total NES

Legend: Dental, Digital, Finance, Medical, NDS, NMAHP, Planning and CR, Psychology, Workforce

Figure 2: Average NES workforce over the reference period by Directorate

Directorate	Headcount	WTE
Dental	152	105.83
Digital	128	125.27
Finance	42	40.16
Medical	310	231.43
NDS	35	31.91
NMAHP	98	87.60
Planning and CR	32	28.63
Psychology	57	40.96
Workforce	89	83.82
TOTAL	942	775.61

B. NES Grades and Roles

3. The majority of NES staff are contracted on Agenda for Change terms and conditions. An average headcount of 126.81 staff over the reference period are contracted on Medical and Dental terms and conditions and an average headcount of 9.59 are Executive Grade.

Figure 3: Average Headcount by Grade
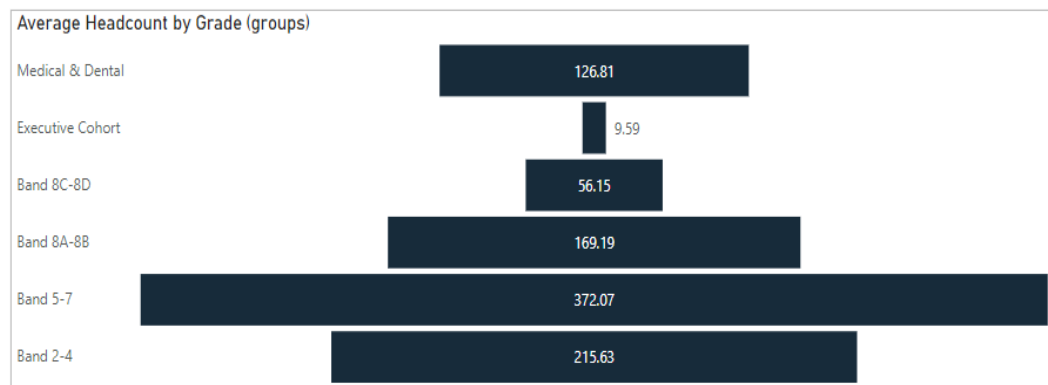
4. Of the Agenda for Change staff the biggest group of staff are at Agenda for Change band 5-7 (with an average headcount of 372.07 for the period). The split across these grades is as follows:

Figure 4: Average Headcount by Grade Band 5 – 7

5. Whilst NES roles can be split between job families, the non-clinical nature of the work being delivered across NES is such that to really understand the different roles, further analysis at the level of harmonised job title provides additional clarity on the type of work being delivered across a range of functional areas.

6. The most common roles in NES are in Band 5 -7. A review of harmonised job titles across these Bands shows that the most common roles in NES are Senior Officer / Team Leader (16% of band 5-7), Manager / Lead Business Partner (13% of band 5-7) and Resource / Programme / Project Officer or Business Partner (9% of band 5-7).

Figure 5: Harmonised Job Titles Bands 5-7

Job Family	Harmonised Job Title	Average Headcount	% of Band 5-7 cohort
Administrative Services	**Manager/ Lead Business Partner**	**50.15**	**13.48%**
Administrative Services	Specialist Analysts	31.81	8.55%
Administrative Services	Specialist Data and Information Analyst	2.3	0.62%
Administrative Services or Dental Support or Nursing/Midwifery or Other Therapeutic	Specialist Lead/ Educator	30.93	8.31%
Administrative Services or Other Therapeutic	Specialist Research Lead	7.11	1.91%
Administrative Services or Nursing/Midwifery or Other Therapeutic	Educational Lead/ Practice Educator	25.74	6.92%
Administrative Services or Other Therapeutic	Lead Tutor	7.26	1.95%
Other Therapeutic	Joint Clinical Leadership Fellow	1	0.27%
Administrative Services	Information Analyst Business Partner	5.56	1.49%
Administrative Services	Analyst Business Partner	33.1	8.89%
Administrative Services	Research officer	0	0
Administrative Services	Management Trainee	8.85	2.38%
Administrative Services	Associate/ Deputy Manager	12.67	3.40%
Administrative Services or Nursing/Midwifery	**Resource/ Programme/ Project Officer or Business Partner**	**34.85**	**9.37%**
Administrative Services	**Senior Officer/ Team Leader**	**60.74**	**16.32%**
Dental Support	Dental Tutor	34.96	9.40%
Administrative Services	Senior information Analyst	3.33	0.90%

Administrative Services	Senior Analyst	21.74	5.84%
Administrative Services	Executive Officer	8.7	2.34%

7. The next biggest group of staff are in bands 2 -4, the majority being at Band 4 (56.78%) and working as Administrators.

Figure 6: Harmonised Job Titles Bands 2-4

Agenda for Change Band	Job Family	Harmonised Job Title	Average Headcount	% of Band 2-4 cohort
4	Administrative Services	Analyst Technician	9.11	4.23%
4	Administrative Services	Clinical Trainee	-	-
4	**Administrative Services**	**Admin Officer/ Administrator**	**113.33**	**52.56%**
3	Administrative Services	Admin Assistant	79.11	36.69%
3	Administrative Services	Technician	4.44	2.06%
2	Administrative Services	Admin Support/ Modern Apprentice	10.04	2.06%

8. There is an average headcount of 169.19 Band 8A-B roles in NES, these roles are typically in the following roles: Senior Educator/Senior Specialist Lead or Manager (20.42%) and Principal Lead or Manager/Principal Educator (44.81%) with the majority of Band 8a/8b roles being found in the Medical and NMAHP Directorates.

9. Band 8C roles are Head of Programme/ Head of Service roles, with a small number of 8D Associate Director roles (average headcount of 13.07).

10. The Executive Cohort include Directors and the Chief Executive. Four of the Executive Cohort are Executive Directors on the NES Board. Executive roles are evaluated via the National Evaluation Committee.

11. The Medical and Dental Cohort are mostly in the Medical and Dental job family in educator roles including Associate Advisers (45.91%), Assistant/ Associate Directors (8.64%), Clinical Leads (2.66%), Deans (13.35%), Educational Leads (14.95%), Fellows (13.81%).

C. NES Workforce capabilities and skill sets

12. Across the Directorates staff skillsets comprise of educators, subject matter experts and support services. Appraisal, objective setting and developmental learning needs are recorded on an annual basis on Turas Appraisal, with 80% completion across the organisation. However, there is not currently the

functionality to extract at organisation level thematic learning needs or extrapolate baseline data on existing skills and capabilities.

13. The qualification, skillsets and experience for Agenda for Change staff have included variations on:

Administrative
- Diary Management
- Typing
- Minutes
- Correspondece
- Travel

Organisation and Planning
- Time Management and Prioritisation
- Resources - finance, HR
- Project Management
- Programme management
- Operational plannning
- Business planning
- Workforce planning
- Flexibnility

Communications skills (written & verbal)
- Tact
- Diplomacy
- Negotiating
- Influencing
- Report writing

Data and systems
- Microsoft office
- Information Management
- Producing reports, statistics
- Data handling
- Information governance
- data analysis

Management and Supervision
- Recruitment
- Line Management

Leadership
- NES Values

Experience
- Complex systems
- Health and social care
- Political agendas
- Partnership working

Knowledge/ equivalent experience
- Degrees
- postgraduatequalifications
- SCQF Level 7 (i.e. HNC; Modern Apprenticeship; Advanced Higher; SVQ Level 3; NVQ Level 3/4; AS/A-Level)

14. Based on the Medical and Dental Educator role in NES, the skillsets and experience include the following:

Medical Education and Training
- Management
- Governance
- Delivery
- National awareness
- Assessment methods
- Quality improvement

Communications skills (written & verbal)
- Motivating others
- Approachability
- Developing others
- Interpersonal skills

Data and systems
- IT in education

Leadership
- NES Values

Knowledge/ equivalent experience
- GMC full registration
- Speicialit/ GP registration
- MRCGP/ College
- Working in GP/ senior appointment in NHS

D. NES Growth, Recruitment Activity and Supply options

15. Recruitment in NES is split between internal and external recruitment from January 2020 to June 2021, 15% of recruitment was internal allowing individuals within the organisation to seek promotion, experience and or permanency. When advertised externally, employees still can apply.

16. The benefits of internal recruitment to the organisation are that it tends to be less expensive with shorter recruitment timelines, individuals are familiar with the organisation and it provides development opportunities.

17. Most of the internal recruitment was found to take place in Band 4 at 32%, closely followed by Band 5 at 22%. Figure 7 below provides further breakdown of the internal vacancies by grade. The Medical Directorate had the majority of internal vacancies (42%), followed by NMAHP (13%).

Figure 7: NES Internal vacancies by grade
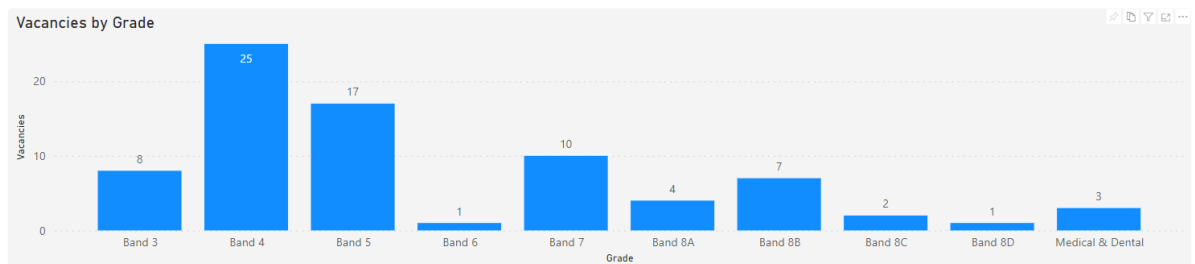
18. As highlighted previously, NES has an increasing workforce. The data shows that this trajectory has been broadly similar across the majority of NES Directorates, albeit with varying peaks and troughs along the way, the Planning and Corporate Resourcing Directorate is the only outlier where there has been no overall change in staff headcount since 2019.

Figure 8: NES Headcount and WTE
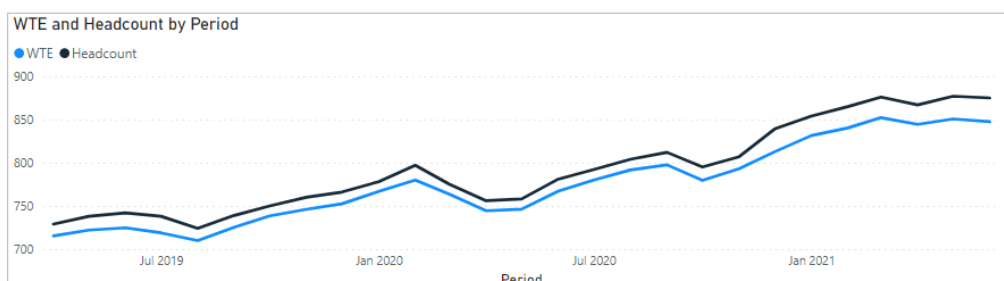
19. Recruitment activity over the reference period has included new and replacement recruitment of NES employees (75%), agency workers (18%) and secondees (6%).

Figure 9: Recruitment activity by Grade
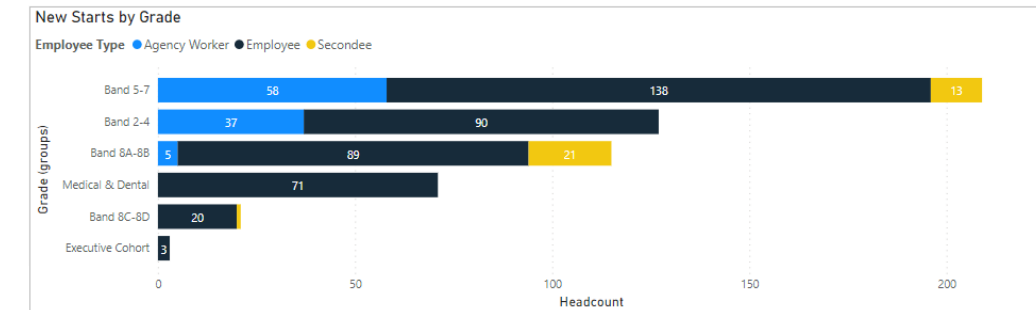
20. Of the total recruitment undertaken, vacancies are highest across Bands 5-7 (38%), use of agency workers is also highest in these Bands. Secondments are mostly used for Bands 8A-8B. The split of recruitment across grades maps to the split of roles across NES.

Figure 10: Comparison of recruitment activity against grades across NES
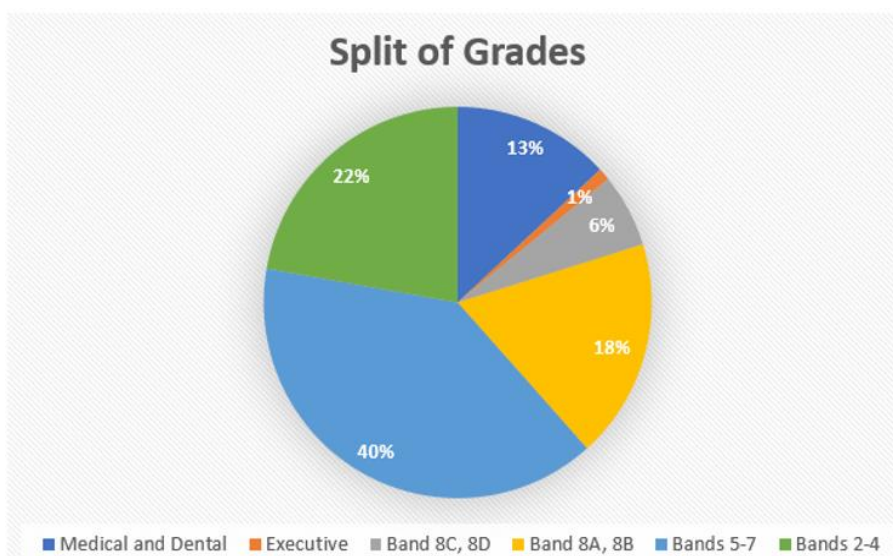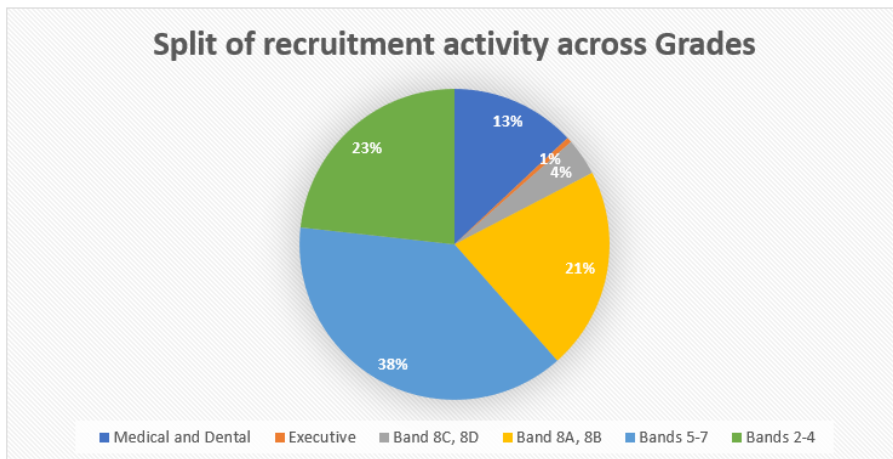
21. There is an increasing trajectory in the headcount of Bands 5-7 and Bands 8A-B during the reference period, Bands 8C - D are also starting to show an upward trend in numbers (Figure 11). Other grades show a more level trajectory over the reference period.

Figure 11: Trajectory over Reference period by Bands

- Agenda for Change Bands 5-7 Headcount and WTE
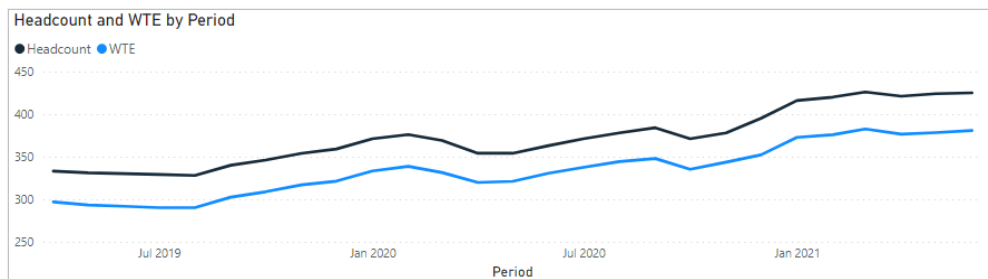
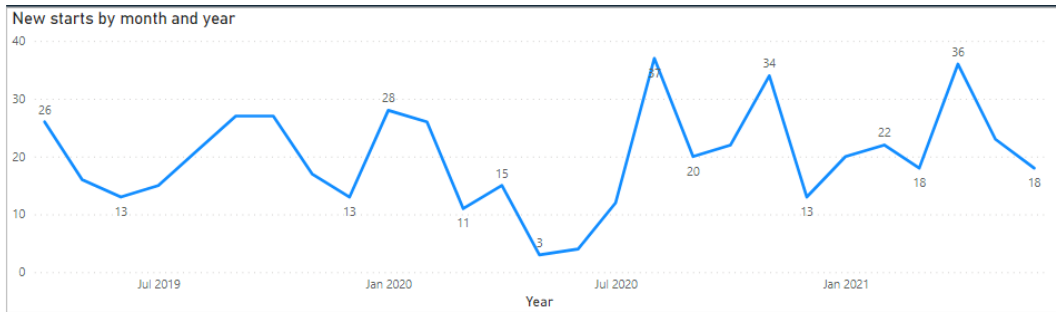- Agenda for Change Bands 8A-B Headcount and WTE
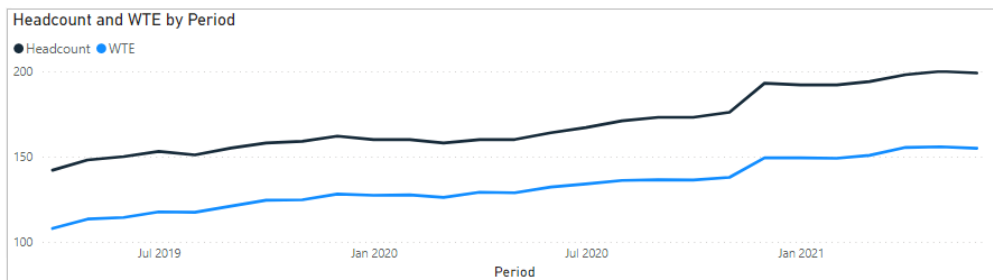

- Agenda for Change Bands 8C-D headcount and WTE
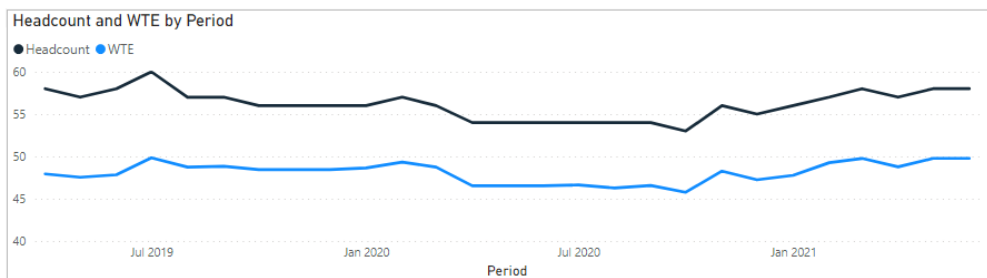
22. Recruitment of new and replacement staff in NES shows peaks for new starts in April in each year and a potential trend of new starts every 3 to 4 months.

New starts by month and year

23. The majority of new starts have been in Medical, this is expected given that the Medical Directorate is the largest in NES. However, some Directorates have had higher recruitment relative to the Directorate size. Technology Services (more specifically in NDS) has had 10% of the new starts but is 4% of the organisation headcount – this reflects the start-up programme for this Directorate during the reference period. Workforce has had 14% of the new starts but is 9% of the total NES headcount, this relates to the turnover in Workforce, see section E below.

Figure 13: New starts by Directorate
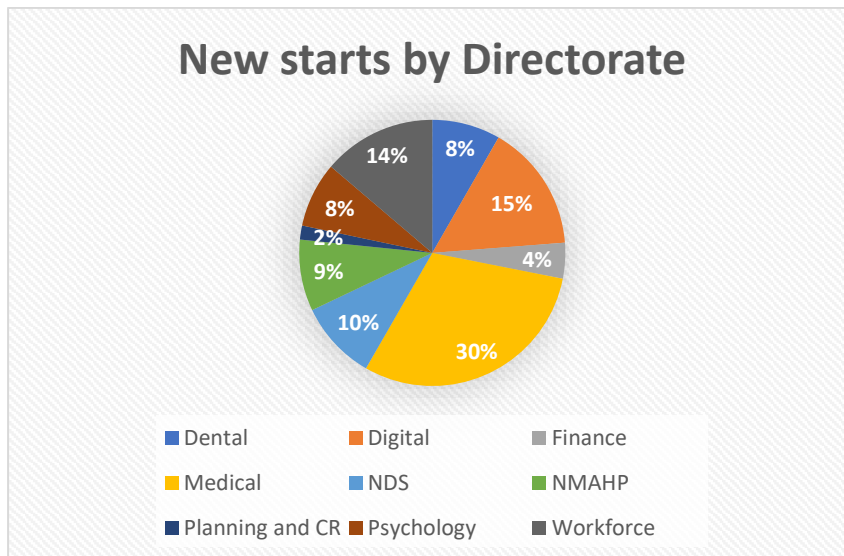
24. The average time to fill across NES vacancies during the reference period is 95.14 days. Outliers to the average tend to be due to longer notice periods in senior roles, hard to fill recruitment and delayed pre-employment checks.

25. Data on applications by grade shows that whilst most vacancies arise at Bands 5-7, the most applications are received for band 3 and band 4 posts.

E. NES Turnover

26. During the reference period, NES had 320 leavers, over the 27-month reference period that is an average of 12 leavers per month, additional data shows that in the period July 21- December 21 this has increased to an average of 15 leavers per month. The data shows fluctuations of leavers with peaks every 3-5 months and variation in turnover across Directorates. Workforce has the most leavers during the reference period (62). Leavers were mostly in band 5-7 (99), then band 2-4 (77) and then Medical and Dental (71). The majority of leavers are due to the end of a fixed term contract (26.3%), however 18% leave due to end of an agency contract and 12.5% due to retirement. Of those who left in band 8C-9, it was mostly due to retirement (33%). For a quarter of NES leavers over the reference period, the reason for leaving was recorded as 'other'.

F. NES Agency Usage

27. The data on use of agency workers across NES shows a rise in demand hitting a peak of 47 Agency staff in March 2021. Agency staff are largely concentrated in the Technology Services (NDS and Digital) and Workforce Directorates.
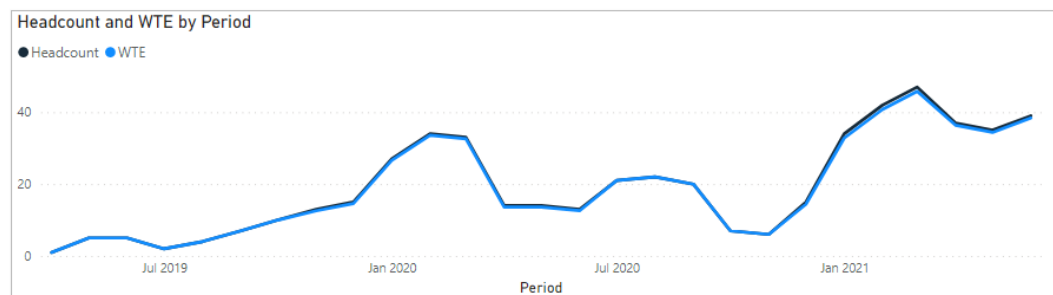
Figure 14: NES Agency usage
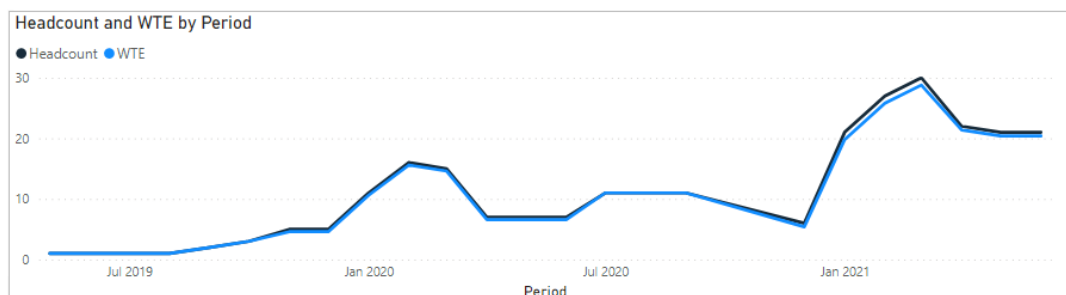

Figure 15: Agency Staff in NES Technology

Figure 16: Agency Staff in NES Workforce

Headcount and WTE by Period
● Headcount ● WTE

G. NES Sickness Absence

28. Absence rates across NES currently sits at 1.8%, this compares to 6% across NHS Scotland, the national target is 4%. Figure 17 provides detail on the absence rate across the last 3 years. Please note that the absence data does not include Covid related absences.

Figure 17 – Absence rate April 2019 to December 2021

Year	Qtr1	Qtr2	Qtr3	Qtr4	Avg for Period
2019 / 20	2.27%	2.41%	2.45%	2.07%	2.3%
2020 / 21	0.91%	0.93%	1.32%	1.17%	1.1%
2021/22	1.76%	1.82%	1.71%	-	1.8%

29. It is noted that the highest average absence levels were in year April 2019 to 2020 (2.3%). In April 2019 to March 2020 NMAHP had the highest absence rate at 4.17%, this was closely followed by Psychology at 3.32%. The lowest absence rate that year was in Workforce at 0.92%. During this period 31% of absences were due to anxiety, depression, stress, and other psychiatric illnesses.

30. From April 2020 to March 2021, Psychology had an absence rate of 2.04%, followed by Technology Services (statistics taken from the previously named Digital Directorate – this figure does not include NDS) at 1.21%. Finance and Procurement had the lowest absence rate at 0.12%. Although the overall absence rate was lower than the previous year at 1.1%, there was increase in the number of absences related to anxiety, depression, stress and other psychiatric illness at 53.61%. This increase in absence is not unexpected given the global pandemic.

31. From April 2021 to June 2021, NMAHP had an absence rate of 4.16% followed by Psychology at 2.45%. Technology Services (statistics taken from the previously named Digital Directorate – this figure does not include NDS) had the lowest absence rate in these months. The main cause of absence

was again due to anxiety, depression, stress and other psychiatric illness at 47.14%.

H. NES employment arrangements

32. Over the reference period, the NES workforce is predominantly permanent (80% in 2021). Of the Medical and Dental cohort of employees, 31% are on temporary contractual arrangements. With the exception of the Executive Cohort (13%) and the Band 2-4 group (16%), other staff groups reflect the 20% split for temporary staff.

33. There is variation however across Directorates in relation to the temporary workforce – this may be related to funding arrangements, peaks for activity or other factors. The Psychology Directorate is most reliant on a temporary workforce (on average 49% of staff are on temporary arrangements). Workforce is also an outlier with an average of 31% temporary staff for the reference period. The Technology Services Directorate has also been more reliant on a temporary workforce (24%).
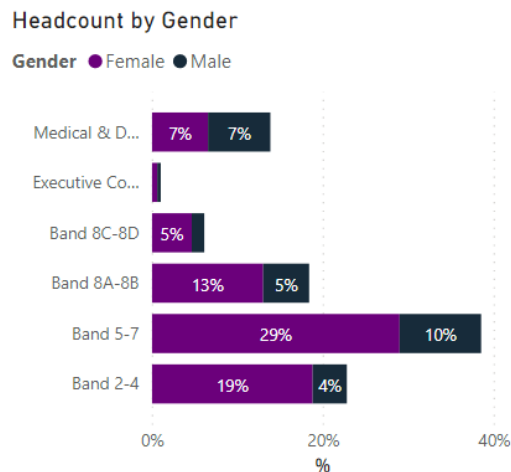
Figure 18: Contract Type by Directorate
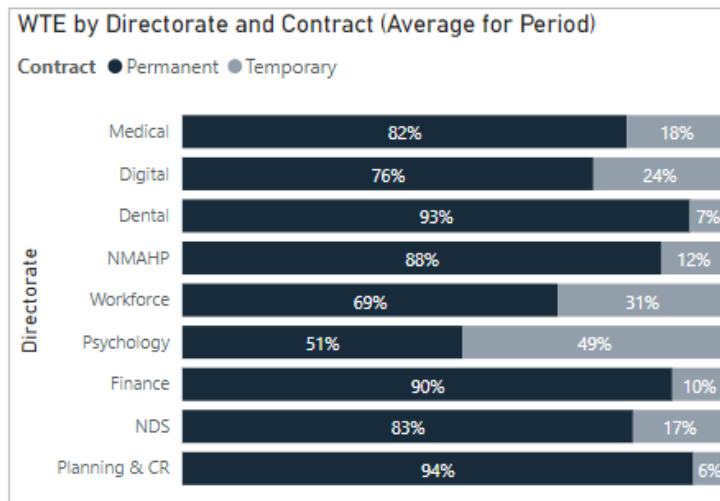
Appendix 4: NES Demographic

1. NES has a predominately female workforce (72%), with a majority of females across the Agenda for Change and Executive cohorts and a more even split in Medical and Dental roles.

Figure 19: Average Headcount by Gender/Grade

2. With 48% of the workforce aged over 45, our workforce is mostly aged 46- 50 at 14.3%, closely followed by those aged 41 to 45 at 14.1%. Staff aged 36-40 are 12.3% of the workforce. NES has a very small workforce, 0.4%, aged 16-20 and 2.7% of the workforce are aged 21-25. Numbers increase slightly, 7.2% are aged 26-30 and 11.5% are aged 31-35. The majority of NES staff aged between 16-20 (21.37%) and 21-25 (53.57%) are in Band 2-4 roles, NES staff aged 26-30 (54.67%) and 31-35 (46.22%) are mostly in Band 5-7 roles. The majority of staff aged 46-50 (41.10%) and 51-55 (36.76%) are in Band 5-7 roles. Some Directorates have a varying distribution across age ranges, although all have very low levels of employment in the 16-20 and 21-25 age groups. Technology Services (specifically in NDS) have more people aged 26-30 (9%) and 31-35 (16%), as do Psychology (26-30 (9%) and 31-35 (11%)). NMAHP show an older workforce, with 74% over the age 45. Further workforce planning discussions will take place in October 2022, these will focus any short-, medium- and or long-term replacement needs.

Figure 20: NMAHP Directorate Headcount by Age
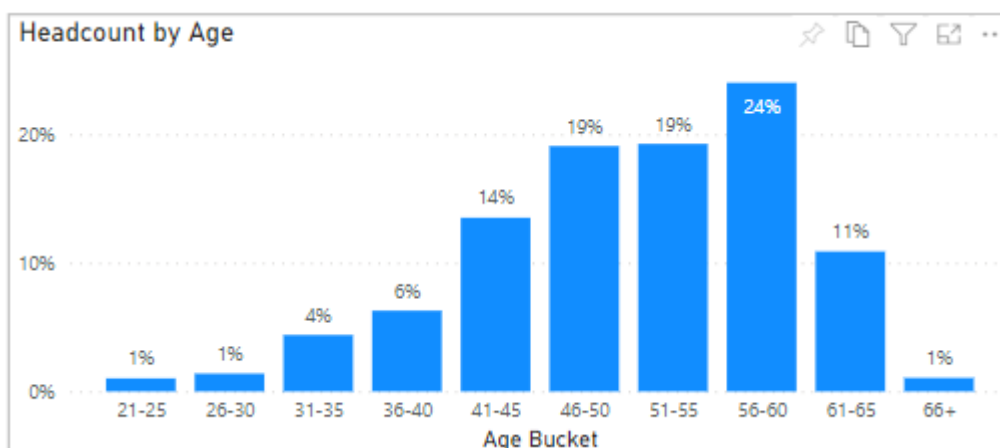
3. Staff across NES who have disclosed a disability is 3%, although 2% prefer not to answer. The majority of disabled staff are working in Band 5 - 7 roles in NES.

4. The NES workforce is predominately White – 93.54%. The most diversity is seen in Medical & Dental Cohort roles followed by Band 2 – 4 roles.

5. Recruitment activity data for the period January 2020 to June 2021[6] shows that 7296 applications were received for 456 hires (including secondments, this data excludes agency appointments) Of the applications received 24% were shortlisted and 86% of those shortlisted were interviewed (21% of applicants). Applicants mostly identified their gender as female (67%), 7% disclosed a disability, 72% were White and 87% identified as a heterosexual sexual orientation. The Workforce Diversity Data Analysis in Appendix 1 of the NES Equality Outcomes and Mainstreaming Report 2021-25 highlighted the following about the composition of our workforce:

   a. In the core staff, there are more women than men at every level, but there is a particularly high concentration of women at bands 4-5.
   b. The majority of the less than full time workforce are women.
   c. We continue to be an older workforce.
   d. The core staff are mostly white.
   e. Black, Asian and other minority ethnic staff work in roles across the organisation and in focus groups have reported a sense of isolation as a result of this.

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[6] Reference period for recruitment activity is different due to reporting structures. The recruitment reference period spans January 2020 to June 2021.

f. Very few staff identify themselves as disabled, but this may be an undercount and in focus groups reported a sense of isolation and lack of support.

Appendix 5: Timeline for Actions

Priority	Action	Owners & Accountable Directorates/Teams	Health and social care: national workforce strategy Pillar
Now	Develop a clear NES attraction strategy with refreshed recruitment materials for use across social media	HR & ODLL	Attract
Now	Look across the organisation and plan joined up recruitment for common roles throughout the year	HR	Plan
Now	Identify priority roles to target as part of the attraction strategy	HR	Plan
Now	Upskilling – baseline data and identification of themes to inform development of organisational learning activities	ODLL	Train
Now	Assess/measure Digital Skills – online and remote working	Technology Services	Train

Priority	Action	Owners & Accountable Directorates/Teams	Health and social care: national workforce strategy Pillar
Year 1	Refresh job descriptions to ensure that they reflect current role requirements and readability	HR & Directorates	Employ
Year 1	Continue refresh and expansion of internal L&D provision across NES based on wider organisational needs including core development. This may include new and refreshed courses, additional learning opportunities, self-directed learning and funding towards individualised/team learning and more	ODLL	Train
Year 1	Young Persons Guarantee – pilot across NES using roles identified through WF planning	ODLL	Attract
Year 1	Employability schemes/Apprenticeships – pilot across NES using roles identified through WF planning	ODLL	Attract
Year 1	Develop a succession planning approach in each Directorate	HR & ODLL	Nurture
Year 1	Developing a pilot to appoint permanently into recurrent roles across NES that have non recurrent funding	HR	Plan
Year 1	Develop capability for current/future digital technologies	Technology Services	Train
Year 1	Placements for undergraduates – pilot across NES using roles identified through WF Planning	ODLL	Attract

Priority	Action	Owners & Accountable Directorates/Teams	Health and social care: national workforce strategy Pillar
Year 2	Work with Directorates to develop recruitment strategies for specialist roles	HR	Attract
Year 2	Develop career pathways for key posts	HR & ODLL	Nurture
Year 2	Rotation across teams to develop agility and transferable skills	ODLL	Train

Priority	Action	Owners & Accountable Directorates/Teams	Health and social care: national workforce strategy Pillar
Year 3	Improve insights from exit interviews to support staff retention and attraction into NES	HR	Nurture

This resource may be made available, in full or summary form, in alternative formats and community languages. Please contact us on **0131 656 3200** or email **altformats@nes.scot.nhs.uk** to discuss how we can best meet your requirements.

NHS Education for Scotland

Westport 102

West Port

Edinburgh

EH3 9DN