

Workforce Plan | 2015/16

NHS Education for Scotland

Quality Education for
a Healthier Scotland

NHS Education for Scotland
June 2015



Table of Contents

Executive Summary	2
1. Introduction.....	4
2. NES Initiatives, Priorities and Key Challenges for 2015/16.....	5
3. Planning Context within NES.....	8
4. Approach to Workforce Planning in NES	11
5. Plan Purpose and Strategic Workforce Planning Objectives.....	13
6. People and Organisational Development Strategy.....	14
7. Performance Management.....	14
8. Key Workforce Challenges.....	15
9. Recruitment, Retention & Talent Management.....	17
10. Affordability/Availability and Adaptability	17
11. Risk Management.....	17
12. Workforce Supply.....	18
13. Equality and Diversity Profile.....	18

Executive Summary

The planning year 2015/16 represents the second year of our refreshed Strategic Framework 2014-19 ¹*Quality Education for a Healthier Scotland*. This Workforce Plan 2015/16 supports the aims of the Framework, the implementation of the NHS Scotland 2020 Vision, 'Everyone Matters' the NHS Scotland 2020 Workforce Vision and the Quality Strategy.

NES is in a good position to not only support safe, effective and patient-centred care through well educated and trained staff, but also to provide a significant contribution to a systematic and co-ordinated approach to workforce development across our public sector as called for by the Christie Commission. In addition, our extensive experience in providing national shared services for trainees, equips us to offer our expertise to the wider NHS Scotland HR Shared Services initiative.

This Workforce Plan supports the delivery of the objectives contained within the Local Delivery Plan² which represents our response to public service reform and describes the detailed education and training activities that we provide to support care provided to the highest standards of quality and safety by well trained staff. This is our core business which fundamentally underpins the three quality ambitions of safe, effective and person-centred care.

We are continuing to work to deliver the People and Organisational Development Strategy 2014-17 which will be reviewed in March 2017 to ensure it remains fit for purpose for the final two years of the NES Strategic Framework. This Strategy- 'Ensuring Everyone Matters' - is supporting us to further '*enable a capable, sustainable and integrated workforce, led and managed in a healthy organisational culture.*' It sets out the people implications of our Strategic Framework, reflecting the NHS Scotland Values and NES Ways of Working. It describes strategic priorities and how the Human Resources & Organisational Development function will work to deliver high quality, integrated HR & OD services to facilitate the achievement of the NES Strategic Framework and Everyone Matters.

NES has made and continues to make significant progress in developing a more integrated and efficient organisation. We are driving forward with the organisational change agenda and its accompanying workforce development requirements. We continue to work in a demanding operating context, which requires us to continue to focus on our Improvement and Efficiency Plans, the development of new and improved ways of working with a particular emphasis on digital solutions and web based technology, the creation of cash savings and delivering efficiency gains enabling the organisation to respond to increasing demands for education and training in support of the NHS Scotland workforce. NES is committed to optimising it's capability to enable self service for Manager's with specific regard to HR Services. NES is currently both embracing and proactively implementing the platform of e:ESS the national HR system. NES continues to work in partnership with the Scottish Government, and other NHS Boards to achieve a single records

¹ <http://www.nes.scot.nhs.uk/publications-and-resources/corporate-publications/nes-strategic-framework-2014-2019.aspx>

² <http://www.nes.scot.nhs.uk/media/3257959/neslocaldeliveryplan2015-16.pdf>

management and online recruitment system that is fit for purpose for 20:20 and beyond.

In order to deliver on these complex and often conflicting demands we have to maintain a high level of staff engagement and sustain highly effective partnership relationships through a time of significant organisational change. We are also continuing to invest in the skills and abilities of managers to lead change in order to meet the needs of stakeholders which includes an increasing focus on collaborative working across a diverse range of public sector partners.

A key challenge in 2015/16 will be building on the achievements under our Digital Strategy in 2014/15 and continuing to implement the organisational change and skills development plans to support the Strategy. In 2014/15 we invested in an in depth learning needs analysis for this staff group and we will be taking this forward in 2015/16. This will have implications for staff training and development across the organisation and the implementation of the Digital Strategy will continue to be reflected in future workforce plans.

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

- ❖ identify skills, encourage talent and promote and support the development of collaborative working
- ❖ identify and grow the potential of our current workforce, aligning and embedding the requirements of the NHS Scotland Staff Governance Standard with an emphasis on enhancing employee experience including the on-going implementation of '*iMatter*'
- ❖ develop our leadership and management capability and improve organisational performance to manage change well
- ❖ provide learning and career development plans that are aligned with corporate and operational plans
- ❖ deliver enhanced productivity and efficiency
- ❖ further enhance management reporting on the NES staffing establishment supporting integrated workforce planning decisions and enable comprehensive self serve information to be readily available to both managers and staff as required.
- ❖ create drivers and support for organisational re-design and change ensuring we have the right people, with the right skills, in the right place at the right time
- ❖ continue our focus on enhancing the quality of conversations between managers and staff in support of greater alignment between NES corporate and operational plans and individual staff objectives

1. Introduction

NHS Education for Scotland (NES) is a national special health board, working in partnership with our stakeholders to provide education, training and workforce development for those who work in and with NHS Scotland. Our aim is to improve health and care through education and we have a UK and in a number of instances an international role in undergraduate and postgraduate education and continuing professional development.

The refreshed Strategic Framework for 2014-2019 is available to view at (<http://www.nes.scot.nhs.uk/publications-and-resources/corporate-publications/nes-strategic-framework-2014-2019.aspx>). This Workforce Plan is aligned with our vision- '*Quality Education for a Healthier Scotland*' and our mission '*to provide education that enables excellence in health and care for the people of Scotland*'. Our Strategic Framework is aligned with the 2020 Route Map priorities and Quality Strategy. It represents our contribution to public service reform and health and social care integration through the provision of high quality education and training that enable the staff of NHS Scotland to deliver the best possible care.

A significant proportion of our core business is focused on training the clinical workforce, with the majority of our funding used to pay for doctors and dentists in postgraduate training. We also prepare professionals for practice in clinical psychology, pharmacy, optometry and healthcare science and provide access to education for the nursing, midwifery and allied health professions and for healthcare support workers and administrative, clerical and support staff. The Workforce Plan reflects NES's commitment to support public service reform and current policy priorities by education and training for improving quality, service re-design, leadership and management.

When developing the refreshed Strategic Framework, we consulted with stakeholders and partners on their priorities through a comprehensive 'Engagement and Intelligence Gathering' process. They told us they wanted a workforce that could achieve sustainable quality in those health and social care services which cross traditional organisational and professional boundaries. NES plans its delivery around five broad strategic themes:

1. An excellent workforce.
2. Improved quality.
3. New models of care.
4. Enhanced educational infrastructure.
5. An improved organisation.

Everyone Matters - the 2020 Workforce Vision for NHS Scotland states -

'We will respond to the needs of the people we care for, adapt to new, improved ways of working, and work seamlessly with colleagues and other partner organisations. We will continue to modernise the way we work and embrace technology. We will do this in a way that lives up to our core values.'

'Together, we will create a great place to work and deliver a high quality healthcare service which is among the best in the world.'

The values that are shared across NHSScotland are:

- Care and compassion
- Dignity and respect
- Openness, honesty and responsibility
- Quality and teamwork

In addressing the aims of Everyone Matters, NES will be continuing to work in partnership to implement priorities for action.

NES also provides a national shared service for NHS Scotland in relation to the recruitment and in some instances, employment of medical, dental, other vocational trainees and management trainees. NES is continuing to develop our national service delivery to provide a lead sponsor service to all Tier 2 medical trainees that require sponsorship. In support of delivery of these services NES provides for stakeholders a wide range of management information including equality and diversity data which supports continuous service improvement in recruitment and assessment of trainees and informs workforce planning across NHS Scotland.

The scale of organisational change across NES is significant and we are working to ensure we support effective management of this internal change, working in partnership at all times. Our Workforce Plan therefore reflects and supports a rolling programme of organisational change across NES informed by Performance Improvement Plans, the implementation of technology and changing demands from our stakeholders.

Our People and Organisational Development Strategy 2014 - 17 *Ensuring Everyone Matters* - describes how developing and maximising the potential talent of our workforce is a key driver of success for NES. In support of our People & OD Strategy, we continue to implement annual Organisational Development & Learning Plans, progress with which informs this Workforce Plan.

2. NES Initiatives, Priorities and Key Challenges for 2015/16

The priority initiatives for 2015/16 include the following:

- ❖ **Embed our People & OD Strategy** - (which includes our Learning & Development Strategy) - Ensure alignment with the NES Strategic Framework and operational plan requirements. Supporting staff with skills development within the context of organisational change will continue to be a priority for us.
- ❖ **Enhance Staff Experience** - Continue to implement *iMatter* in accordance with agreed action plans. This will enable us to understand and improve on a team basis our performance against the Staff Governance Standard and to develop and implement action plans in response to the 2014 NHS Scotland Staff Survey and the 2015 national survey. NES has successfully retained the Health Working Lives Gold Award in October, 2014 and remains committed to promoting good health, including Mental Health across the workforce.

- ❖ **Enhance Efficiency & Productivity** - Continue to support the work of our Performance Improvement Board in coordinating NES efficiency and improvement plans by supporting Directorates, work streams and individuals through a wide range of resources and training enabling the effective management of organisational change. This has a particular focus on the importance of communicating and consulting with staff on change proposals and responding to feedback
- ❖ **Objective Setting & Personal Development Planning** - Incorporate the outputs from our annual Quality Assurance process introduced in 2013 in partnership into training, guidance and support provided for line managers and staff enabling overall quality improvement, alignment of objectives and personal development plans.
- ❖ **Leadership & Management Development** - Continue the roll out of our 'Managers Passport', a reflective self-assessment of effectiveness against 16 practice standards to be completed by all NES line managers. This is intended to support managers in their personal development planning, increase awareness and ownership of self-directed learning and enables us to respond more effectively to their individual development needs as well as identifying common development requirements against which Learning & Development resources can be allocated.
- ❖ **Maximise the contribution and potential of our staff** - We are participating fully in the national project to refresh the core and people management dimensions of the Knowledge & Skills Framework and, through the quality assurance of objectives and personal development plans outlined above, will continue to refine and identify other mechanisms that ensure learning and development requirements are accurately determined and develop our provision accordingly.

We will continue in partnership to operate our central process for awarding continuing education funding in support of fair and equal access to career development support for all staff. We will take forward revised proposals for a Talent Management Strategy based on work undertaken in 2014. We will continue to optimise staff engagement opportunities via workshops, rapid improvement events, Lean events and team development opportunities.

At the NES staff conference in May, 2015 NES launched a Staff Thanks and Recognition Scheme (STARS) in partnership to recognise and value our staff, to promote engagement and well being, and to promote the NES Ways of Working (our values).

- ❖ **Shared Services for Trainees** - Further develop our Lead Sponsor arrangement for all medical trainees with Tier 2 Visa status in support of the national agenda of 'Delivering Once for Scotland', to enhance the attractiveness of Scotland as a place to train and deliver increased efficiency and reduced costs. NES will continue to promote a lead employer model for Medical trainees.
- ❖ **Recruitment and Selection** - Carry out a review of our recruitment processes in support of enhanced selection and to achieve alignment with NHSScotland values and NES ways of working. In 2014-15 we have been scoping how we will deliver this objective and will work in 2015-16 on building from the learning gained at the scoping stage.

- ❖ **Youth Employment:** To contribute towards a sustainable workforce, we will continue to actively pursue all reasonable options to provide opportunity for young people to pursue a career with us and build on agreed principles for the continued employment of young people including our very successful employment of modern apprentices.
- ❖ **Developing the Workforce NHS Scotland** - NES seeks to remain at the forefront of educational solutions for the workforce of NHS Scotland, and to contribute to the reshaping of that workforce including responding to the integration of health and social care.
- ❖ **Digital Strategy and Capability** - During 2015 NES will continue with the implementation of our NES Digital Strategy. NES will accelerate its focus on becoming a cutting edge provider of educational solutions with an emphasis on maximising digital capability. Upskilling the workforce to meet the requirements of a fast moving digital age will be a key emphasis for NES. NES has launched a re-designed Intranet and will continue to roll out and embed its electronic content management system to increase the emphasis on the workforce using up to date digital technology to optimise productivity.
- ❖ **Organisational re-design and change** - One of NES's key workforce challenges is in supporting change and new ways of working. In the course of 2015-16 we will continue to support the Directorates as they undergo change to achieve improved streamlining of their service delivery. All major change of this nature is being taken forward in partnership and overseen by the Change Management Programme Board (chaired by the Chief Executive).

In 2015/16, NES will build on the work undertaken in 2014/15 by rolling out training to leaders and implementers respectively on how to re-design their departments and how to manage and implement change effectively.

In the course of 2015/16 we will continue to support the realisation of the benefits of organisational change programmes. One of our challenges, given the stability of our Workforce, is to identify and release capacity and redeploy this resource to new and emerging areas of work.

Workforce planning is an integrated and on-going activity and this workforce plan is reviewed annually. We will fully review the Workforce Plan at 31 March 2016, to ensure alignment with updated corporate and operational plans.

3. Planning Context within NES

The NES Workforce Plan is driven by our 2014-2019 Strategic Framework, Corporate Plan and Local Delivery Plan aligned to the 2020 Route Map priority actions. We are an organisation that plans and delivers all our activities in partnership with our stakeholders. We also focus on embedding best practice and improving efficiency, delivering our services nationally for Scotland where we can, as well as providing a local perspective through our regional offices. Our 9 key outcomes that we aim to achieve are:-

- ❖ A demonstrable impact of our work on healthcare services.
- ❖ An excellent learning environment where there is better access to education for all healthcare staff.
- ❖ Flexible access to a broad range of quality improvement education in the workplace
- ❖ Leadership and management development that enables positive change, values and behaviours
- ❖ A key role in analysis, information and modelling for the NHS Scotland workforce to strengthen workforce planning
- ❖ A range of development opportunities for support workers and new and extended roles to support integration
- ❖ Improved and consistent use of technology with measureable benefits for user satisfaction, accessibility and impact
- ❖ Consistently well developed educational support roles and networks to enable education across the workplace
- ❖ An effective organisation where staff are enabled to give their best and our values are evident in every day work

NES continues to have to address significant challenges in the operating environment including the following:-

- ❖ Financial – Over the last 4 years NES –in contrast to other health boards- has had its required savings removed from baseline funding. The NES budget has been reduced by a total of £23.5 million over this period and we have had to identify savings equivalent to this reduction to balance our budget. Implementing new ways of working and robust control of our staffing establishment are essential components of our Workforce Plan.
- ❖ The regulatory environment- particularly with reference to the GMC continues to place demands on the Medical Directorate, including revalidation, accreditation of trainers, and reporting of patient safety incidents, and the implementation of the Shape of Training Report

- ❖ Rising expectations in the area of workforce analysis, intelligence, modelling and quality improvement with NES taking on greater responsibilities
- ❖ Health and social care integration and public service reform, including our contribution to Public Services Collaborative Learning
- ❖ Continued implementation of our property and asset management strategy
- ❖ Organisation wide and Directorate based organisational change programmes. Current cross Directorate programmes include the Finance transformation and the alignment of our Digital Strategy. Driving the benefits of single Postgraduate Medical and Dental Deaneries continues to be a priority in 2015/16.
- ❖ During 2015/16 a re-alignment of circa 270 Agenda for Change (A4C) job roles honed to a significantly reduced suite of roles is currently underway. This will enable significant opportunities for increased flexibility across the NES workforce. In addition harmonising will almost eliminate the requirement for further job evaluation Panels with future job roles being pulled down from the suite. NES anticipates that the streamlining will be cost efficient, and free up human resource to work on areas which have a higher qualitative value to the organisation.
- ❖ Proactive and anticipatory response to service challenges including remote and rural and primary care
- ❖ Scottish response to the Francis and Vale of Leven Enquiry including the learning environment, inspection visits, leadership and healthcare support workers

Over the last three years we have seen reductions in our core staffing establishment. In the course of 2014/15 it continued to be increasingly challenging to sustain a reduction in core staffing numbers. This has been combined with new and emerging areas of work that have transferred to NES with associated funding to support time limited appointments which have added to our staff in post. Driving forward with organisational change and realising efficiency and cash savings from our performance improvement programmes and implementing new ways of working will continue as we look to realign, wherever possible, our workforce to respond to the challenges and financial pressures outlined above.

We continue to make use of agency and fixed term contracts in order to create redeployment opportunities for staff affected by organisational change and to resource work streams supported by fixed term funding. In partnership however we are now actively making permanent appointments to posts where organisational change programmes have been completed.

All vacancies, contract extensions and any proposed changes to the staffing establishment are subject to a robust business case, reviewed in partnership and agreed by the Executive Team. In 2014/15 we continued to improve our online establishment control system, extending its use to other HR processes and the development of further reporting.

This Workforce Plan has also been developed within the context of a Scottish Government 'no redundancy' policy and we have already met the target of a 25% reduction in senior management posts. NES does not limit its savings to staff on

Executive and Agenda for Change contracts and has delivered savings in sessional commitments across staff on consultant and other medical and dental contracts. The process of identifying savings is on-going.

Having successfully relocated our three main Edinburgh office locations to one city centre site in November 2012 we consolidated our two central office sites in Glasgow into 2 Central Quay in August 2014 and fully redeveloped and implemented our Workplace Strategy in our Dundee office. In 2015/16 we will begin the process of reviewing with a view to rationalising our use of office space in Aberdeen where we have a lease break in 2017. Working in partnership, we are continuing to roll out our Workplace Strategy which is based on consolidated flexible working spaces and an open plan environment across Scotland. We carried out a comprehensive review and feedback survey on the implementation on the move to our new consolidated Glasgow offices. We will be reviewing in 2015/16 how we further develop Agile Working across the organisation.

In 2013, we implemented in partnership a new policy and approach to employee performance management to deliver NES's strategic aim of establishing systems which better connect individual performance with the organisational aims and outputs. The Personal Review & Planning process sees all individual objective setting, development planning and annual review activity happening in line with the annual operational planning cycle.

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

Progress is being tracked on the basis of activity recorded on the relevant online system: e-KSF for staff on Agenda for Change and Domino for other groups. We measure the proportion of staff with objectives, PDP's and annual reviews each year. At 30th June 2014, 74% of eligible staff had objectives for 2014/15 recorded online, with 65% having signed off PDP's for the same period, the latter figure reflecting ongoing difficulties some staff experience in ensuring agreed PDP's were properly signed off on one of the systems. Importantly, the population of staff on Agenda for Change who were expected to participate in the process increased by approximately 17%, meaning that a larger number participated in both objective setting and development planning in 2014 than the previous year. National e-KSF reporting shows that 93% of Agenda for Change staff had a Joint Development Review in 2014, up from 70% in 2013.

Our annual Quality Assurance process is now providing us with data that can be used to support continuous improvement in this activity. Whilst not yet a trend, increases in positive ratings from 2013 to 2014 relating to the proportion of respondents with the correct number of objectives and the quality of these suggests that learning is being drawn from the introduction of this process.

Effective HR Business Partnering, completion rate data, and Quality Assurance outcomes will be used to continue to offer appropriate development support for staff and line managers in this key area during 2015/16. Note will be taken of a Progress Review of our Performance Management Strategy and Action Plan that will be

completed during 2015/16 to determine what support will be required to further embed improvements in Personal Review and Planning.

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

In 2014/15 NES ran in partnership a Voluntary Severance and Early Retirement Scheme and 11 staff were offered and accepted voluntary severance under the terms of this Scheme. We continue to review in partnership the operation of our Voluntary Severance and Early Retirement Scheme with the aim of strengthening the opportunity of severance linked to programmes of organisational change. This reflects the maturity of a number of our change programmes and the recognition that while an open offer is likely to continue in 2015/16 the potential to identify posts for deletion through this process has diminished.

NES will continue to have a significant role in contributing to workforce planning for a diverse range of trainees and other health service groups. We do this in partnership with Scottish Government, higher and further education institutions and other key stakeholder groups.

4. Approach to Workforce Planning in NES

Workforce Planning in NES is integrated with the strategic and annual operational and financial planning processes. Our Strategic Framework, annual Corporate Plan and Local Delivery Plan are aligned with the Quality Strategy 2020 Route Map priorities and regulatory and key stakeholder requirements. Our People & Organisational Development Strategy which informs our Workforce Plan is aligned with our Strategic Framework and Everyone Matters.

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

- ❖ Continue to embed Workforce Planning as an integral part of day to day business
- ❖ Develop workforce plans in partnership across the organisation
- ❖ Increase awareness of the financial position, age profile and workforce risks
- ❖ Develop a more efficient workforce

- ❖ Standardise and regularly consider workforce planning by the Executive Team, Staff Governance Committee and Partnership Forum
- ❖ Ensure integration and ownership of workforce planning across Directorates.

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

NES also develops and agrees in Partnership an annual Self Assessment Audit Tool (SAAT) Action Plan including our response to the NHSS Staff Survey. In 2015/16 we will be aligning our integrated action plans based on the new Staff Governance Standard Monitoring Returns and iMatter.

Our action plans include our staff Equality & Diversity Action Plan aligned with our Equality and Diversity Strategic Action Plan 2013-17. NES has a published up to date Equal Pay Statement which includes our commitment to equal pay and provides an analysis of pay equity within the NES workforce³.

Performance against Staff Governance Standards through these reports is monitored quarterly by the Staff Governance Committee and the Partnership Forum.

Staff Governance and the experience that prospective and current staff have of NES continues to be very important to us and we have engaged fully with the NHS Scotland iMatter programme as it has moved to implementation in 2014/15. NES was one of the first Health Boards to implement the model from December 2014, with 93% of staff in first Phase Directorates completing the questionnaire in February 2015. It is expected that staff in all Directorates will have participated in iMatter for the first time by the end of 2015.

In 2014 NES successfully retained our Healthy Working Lives Gold Award status. Under our Wellness Strategy our focus in 2014/15 has continued to be on mental health and have held the Mental Health Commendation Award since 2013.

NES recognises the context within which we are engaging with Boards, regulators and professional bodies in delivering our services. We recognise that pressure on territorial boards, in particular in relation to workforce redesign and capacity to invest time and financial resources in education and training, requires NES to be flexible and wherever possible to add value through 'delivering once for Scotland' as agreed with our key stakeholders. We are therefore driving forward with developments to maximise the expertise across NES to deliver collaboratively across professional groups.

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

5. Plan Purpose and Strategic Workforce Planning Objectives

The Workforce Plan is approved by the Executive Team, Partnership Forum and Staff Governance Committee and is used along with other plans to monitor and review progress against workforce objectives. Our strategic people objectives are aligned to the refreshed Strategic Framework and Corporate Plan.

We will continue to focus on improving our systems, processes, workforce plans and structures in order to become more effective, sharing best practice and resources to deliver education in a more streamlined and consistent way. We also focus on the delivery of efficiency savings on activities that do not impact on our activities that directly support patient care.

Our 'Engagement and Intelligence Gathering' process has helped to ensure that our plans align with the priorities of NHS Boards, Scottish Government and other stakeholders building effective relationships and partnering across health and social care, the education sector, regulatory and professional bodies and the wider public sector. For our staff, we will identify skills, maximise talent and encourage and support collaborative team working.

We provide a comprehensive recruitment and selection assessment centre and on-boarding service to the postgraduate training programmes that we manage for a range of healthcare professions.

This Workforce Plan primarily supports the delivery of NES Strategic Theme 5 (NES Strategic Framework 2014-19) and associated activities as follows:-

- ❖ An Improved Organisation
- ❖ Enhancing the capability of our staff to give their best and achieve their potential
- ❖ Supporting and Developing our Staff
- ❖ Performance Improvement
- ❖ Efficient and Effective Corporate Resources

Our strategic themes are delivered through key outcomes which in relation to the NES workforce is focussed on: - An Effective Organisation where all staff are enabled to give their best and our values are evident in every day work

As part of the Leadership and Management Development Framework NES introduced in 2012, we have continued to implement our Manager's Passport. This enables managers to assess themselves against agreed performance standards at core, intermediate and advanced level. By 31 March 2015, 65% of managers had completed a self assessment with the Passport. Whilst not yet at our target of all managers having completed the self-assessment process, the Manager's Passport and associated Springboard Workshops have provided a focus on and structure for management development. This has enabled our Executive Team to begin the development of a Leadership Strategy for NES, which reflects the work at national level to develop clear and consistent approaches to leadership development at all levels. We will be working to develop our Leadership Strategy with staff during 2015, moving to begin implementation before the end of the current financial year.

As part of the roll out of our 2014-19 Strategic Framework the Chief Executive led a reaffirmation of our commitment to lead and manage the organisation in line with NES values and this was reiterated at our recent Staff Conference. We recognise that at a time of significant organisational change, personal governance and the support for the management of change is essential to ensure all the workforce are treated in the manner set out in the Staff Governance Standard and in line with our espoused ways of working.

6. People and Organisational Development Strategy

The Workforce Plan is aligned with our People and Organisational Development Strategy. The implementation of the People and OD Strategy is planned and approved through the NES operational planning process with progress against plan objectives reported on quarterly through our planning system. The Executive Team, Partnership Forum and Staff Governance Committee approve supporting strategies e.g. career development that facilitate the implementation of the People & OD Strategy with supporting objectives also agreed through operational planning.

7. Performance Management

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

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

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

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

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

8. Key Workforce Challenges

NES's key workforce challenge is delivering an Improved Organisation⁴, ensuring our staff have the capacity and capability to give their best and achieve their potential. In operational plans we are continuing to take forward a wide range of developments which enable the implementation of our Strategic Framework, workforce objectives and the priority action areas of the 2020 Workforce Vision which are:-

- Healthy Organisational Culture
- Sustainable Workforce
- Capable Workforce
- Integrated Workforce
- Effective Leadership and Management

In the course of 2015/16 we will be continuing to implement a significant programme of organisational change across the organisation. We will also continue to fully participate in national programmes of change e.g. Shared Services.

In 2013 we reviewed our Values based on a comprehensive staff engagement process. Beginning with our managers, we are focussing on the ways of working required to deliver our strategic aims and objectives and this will be taken forward throughout the organisation in 2015/16. Our strategic workforce objectives are to:-

- ❖ maximise the potential and contribution of our current workforce
- ❖ continue to grow our leadership and management capability to manage change and performance
- ❖ continue to provide learning and career development plans that are aligned with corporate and operational plans
- ❖ deliver enhanced productivity and efficiency that optimises digital capability
- ❖ create drivers for and support organisational re-design and change to ensure that we have the right people, with the right skills, in the right place at the right time
- ❖ continue to develop a clearer alignment between our corporate and operational plans and individual staff objectives
- ❖ improve the attractiveness of Scotland as a place to train through the alignment of the educational journey, with the employment journey

⁴ NES Strategic Framework 2014/19 'Quality Education for a Healthier Scotland'

- ❖ support the Scottish Governments commitment to Youth Employment providing work experience and training opportunities for unemployed young people aged 16 to 24.

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

- ❖ Ensuring mechanisms are in place to inform and capture any future organisational change.
- ❖ Supporting redesign issues with Directorates to enable organisational change
- ❖ Improved analysis of drivers for change in order to assess the implications on staff numbers and future projections.
- ❖ Close links with other NHS Boards in order to consider the educational requirements as the financial constraints impact on staff numbers across NHS Scotland.
- ❖ Continue to provide high quality workforce data.
- ❖ Ensure the Workforce Plan develops in sophistication and continues to be published annually.
- ❖ Support the development of extended roles, identify gaps and address these with appropriate learning as required.
- ❖ Monitoring the roll-out of our 'Managers Passport' as part of our leadership and management framework.
- ❖ Ensure close alignment of the Workforce Plan to all other internal planning documents and in particular the Strategic Framework and Corporate Plan, Everyone Matters and our People & Organisational Development Strategy 2014-17.
- ❖ NES continues to work in partnership to develop policies and services that make a positive contribution to the attraction, retention and development of the trainee workforce in particular. There is an increasing focus on international recruitment for medical trainees which require innovative and proactive approaches within a very competitive market.

9. Recruitment, Retention & Talent Management

NES has a highly skilled and professionally qualified workforce and has been successful in attracting talented staff to the organisation. In addition to monitoring turnover we also measure a stability index which measures the retention rate of employees with over one years' service. In 2014/15 our stability index averaged 89.8%. Recruitment and retention are not therefore significant issues for us, except that, in a changing work environment, staff turnover could be perceived as too low. The workforce challenge for NES is therefore to continue to develop our understanding of our staff skills base and to plan future development and succession planning.

We are working to increase flexibility of employment and significantly enhance efficiency by implementing where appropriate standard NES job descriptions which enable the workforce to be more responsive to changing organisational needs. This project will make significant progress in 2015/16.

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

In the course of 2015/16 NES will aim to confirm its approach to the presentation of workforce data in relation to maternity, parental and other forms of leave. This will enable us to report on and monitor over time, trends in the uptake of flexible working and progression of staff within the organisation.

10. Affordability/Availability and Adaptability

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

11. Risk Management

Through our regular monitoring of all workforce, financial and operational plans, NES is able to assess and manage workforce risks. NES recognises that a more formal approach to succession planning is required for roles beyond the senior management team and has plans to agree a Talent Management Strategy in 2015/16 that is cognisant of best practice approaches to Talent Management, that reflects NES

workforce parameters and strategic priorities, and takes advantage of public sector workforce development initiatives in Scotland.

Integrated with our operational planning process is the identification and categorisation of risks associated with each objective. This enables us to monitor risks associated the implementation of the plan. There is good and regular reporting on the management of our staffing establishment and in respect of a number of key workforce planning objectives e.g. performance management we now seeing trend data which enables to measure the quality of our interventions as well has provide a quantitative analysis. The NHSScotland national staff survey and emerging data under iMatter also provides information on areas of risk, improvements and progress which are built into our operational and staff governance action plans.

12. Workforce Supply

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

13. Equality and Diversity Profile

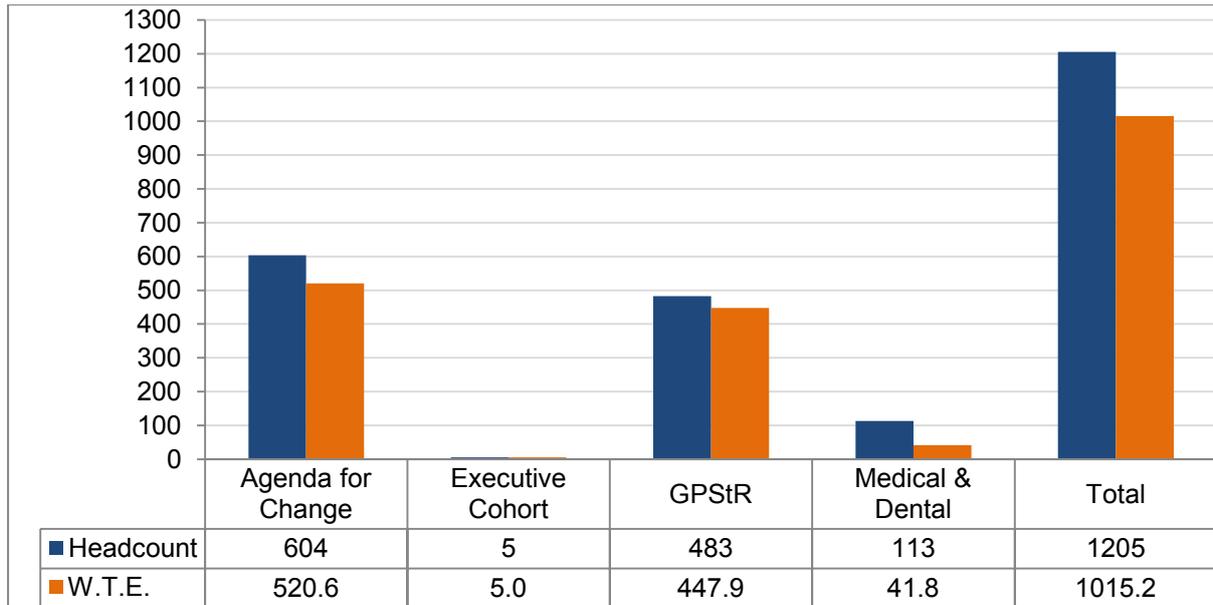
Appendix 2 - NES Equality and Diversity Profile

APPENDIX 1

1. WORKFORCE SUPPLY: CURRENT WORKFORCE

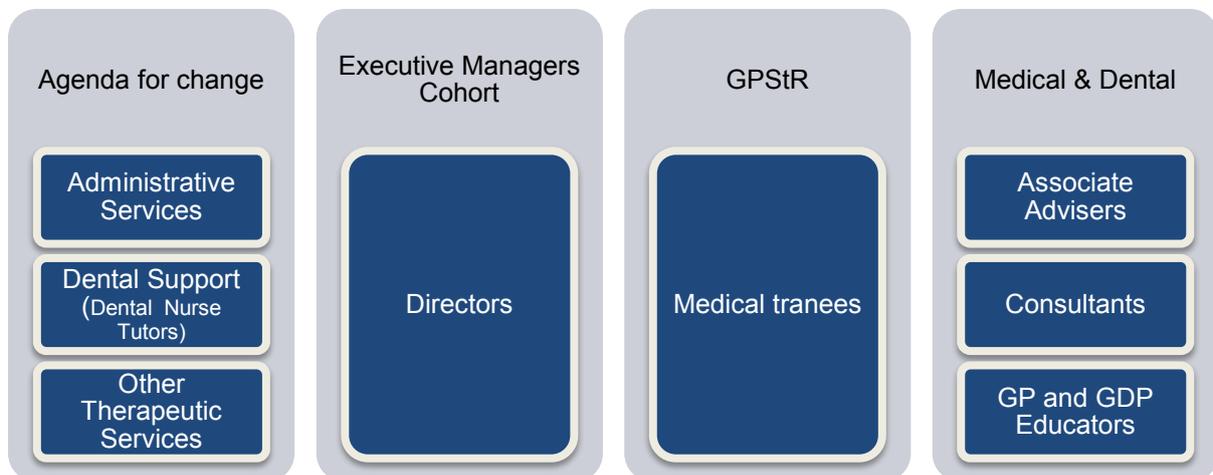
NHS Education for Scotland (NES) directly employed 1205 staff at 31st March 2015, which is a reduction of 6 staff over the preceding 12 months; this is known the headcount (HC). As some of these staff work part time, the whole time equivalent (WTE) figure is 1015.2, a decrease of 10.77 WTE over the year. The chart detailed below shows the breakdown of workforce composition across the defined national pay scales.

Fig. 1: Staff categorisation by pay scale 31.03.2015



An internal management metrics report is produced on a quarterly basis for the Executive Team which identifies and monitors key workforce trends such as establishment and staff in post figures, staff E&D profile, recruitment metrics, sickness absence rates, turnover rates, employee relation activity and training metrics. Figure 2 shows the breakdown of pay scale categories across the defined national job families. Further breakdown of this is available in Appendix 2, see Figure 15.

Fig. 2: Breakdown of pay scale categories by national job families



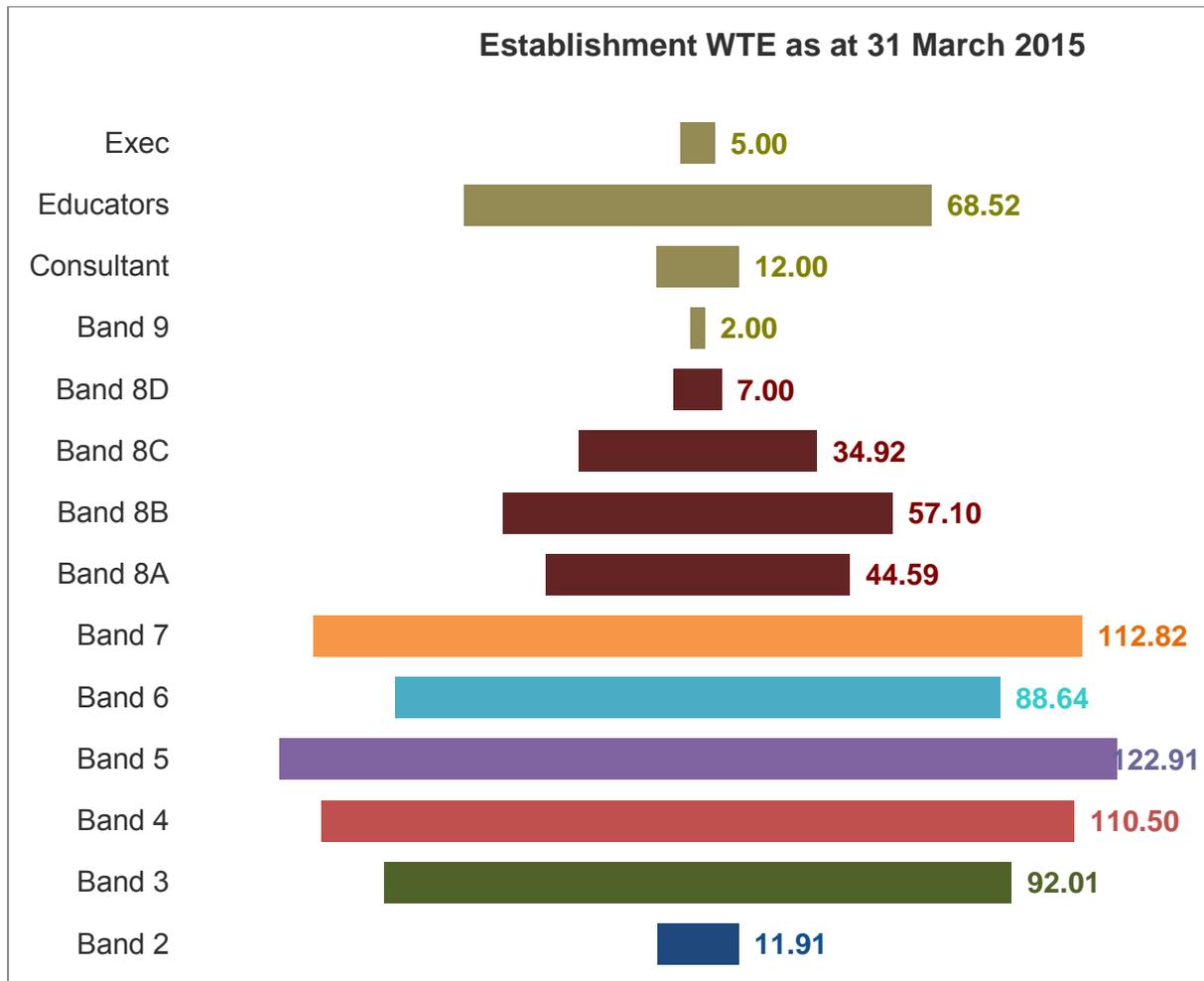
2. ESTABLISHMENT

The NES Establishment is defined as the total number of posts with either permanent or fixed term funding which have been authorised by the Executive Team. All vacancies, contract extensions and any proposed changes to the staffing establishment are subject to a robust business case, reviewed in partnership and agreed by the Executive Team.

A breakdown of posts by pay grade is shown below for all Agenda for Change staff, Medical and Dental Grades and the Executive Cohort. The model below shows the numbers of posts on each grade and provides a baseline for managers to use when planning for service redesign. This model does not include GP Specialty Training Registrar's (GPStRs); the workforce planning for Medical trainees is done on a national level in partnership with Scottish Government.

Fig. 3: WTE Summary by Grade as at 31.03.15

1			2	3	4	5	6	7	8	NES Total	
Exec	Educ	Cons	Band 9	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7		Band 8
5	68.5	12	2	11.91	92	110.5	122.9	88.6	112.8	143.6	769.9

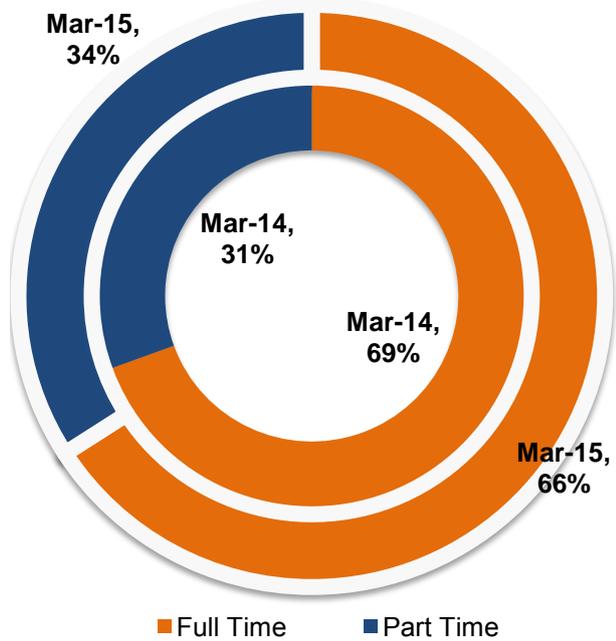


3. STAFF WORKING PATTERN & CONTRACT TYPE

Flexible Working

As at 31st March 2015 a total of 34.1% of staff in NES worked part-time (see Figure 4), including those working compressed hours or having a flexible working pattern. This compared with 42.9% in NHS Scotland and 37.1% within public sector organisations in Scotland. There is a four percentage point increase of part-time working on previous year's NES figures which reflects the application of fair access to flexible working practices for NES employees. These principles are embedded in NES Human Resources (HR) policies. The most common flexible working practices in NES were part-time working, compressed hours, job sharing and home working. In addition to this all NES staff are entitled to flexitime working arrangements. NES is committed to taking a comprehensive, strategic but practical approach to realising the benefits of an Agile Workforce. This approach applies across all of our office locations. As we have implemented our Workplace Strategy, we have taken advantage of contemporary facilities to create new working environments that enhance collaborative and team based working and support the development of a more integrated organisation.

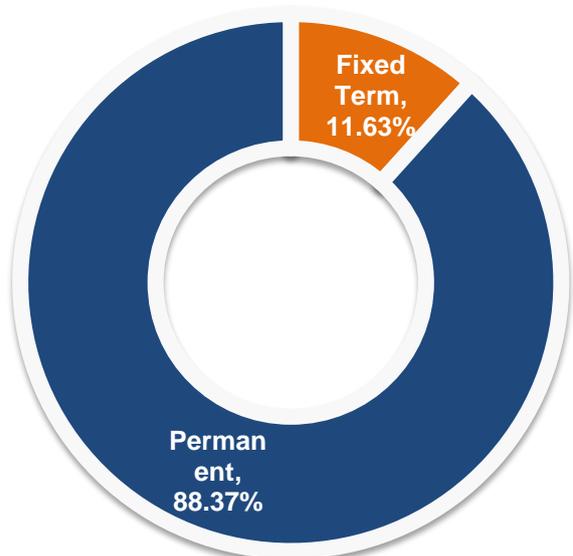
Fig. 4: Working Pattern as at 31.03.2015



Contract type

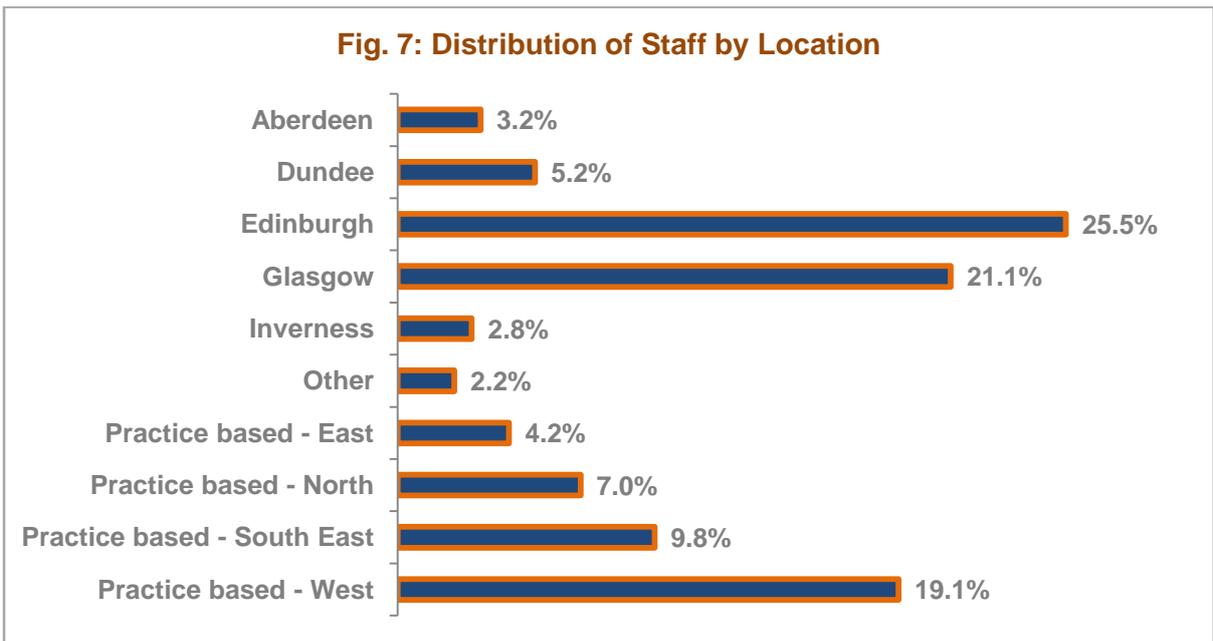
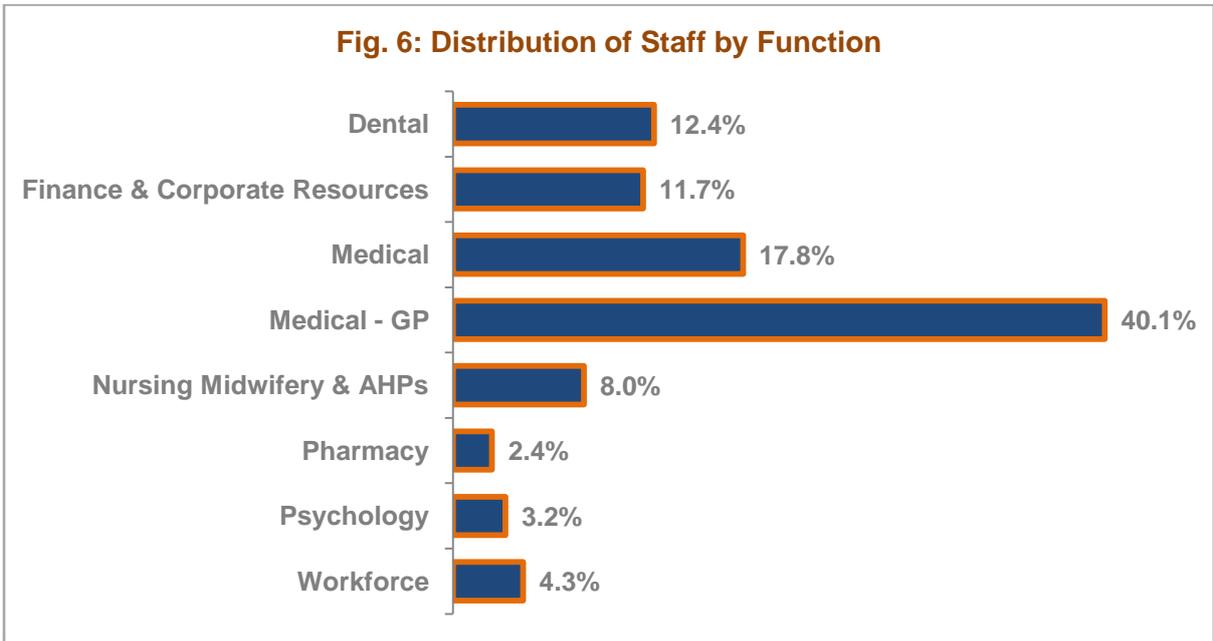
NES uses temporary workers to provide additional resources and to allow for flexibility on a short-term basis. We also continue to receive time limited funding in some areas which necessitates the use of fixed term contracts. To retain posts to be available for staff who become subject to redeployment as a result of organisational change we have a practice in partnership of making fixed term appointments where appropriate. The GPStRs are on fixed term contracts as NES only employ these trainees whilst they are in the GP component of the training programme. As at 31st March 2015, 11.6% of core NES staff were on fixed term contracts (see Figure 5).

Fig. 5: Contract type as at 31.03.2015



4. STAFF LOCATION AND FUNCTION

NES Central Offices are located in Edinburgh and Glasgow, with regional offices located throughout Scotland. The main regional centres are in Dundee, Inverness, Aberdeen and Edinburgh. The majority of the staff who work in the regional locations work either in the Medical or Dental Directorate and cover the whole of Scotland with important links to territorial NHS Boards. The central offices based in Edinburgh and Glasgow host a range of core support services, together with the Nursing, Midwifery and Allied Health Professions (NMAHP), Workforce, Psychology and Pharmacy functions. GP Specialty Training Registrar's (GPStRs) are based all over the country in GP practices with majority based in the west of Scotland. In addition to NES offices, some staff are also based at universities, hospitals or other health board offices, as indicated by 'Other' in Fig. 7.

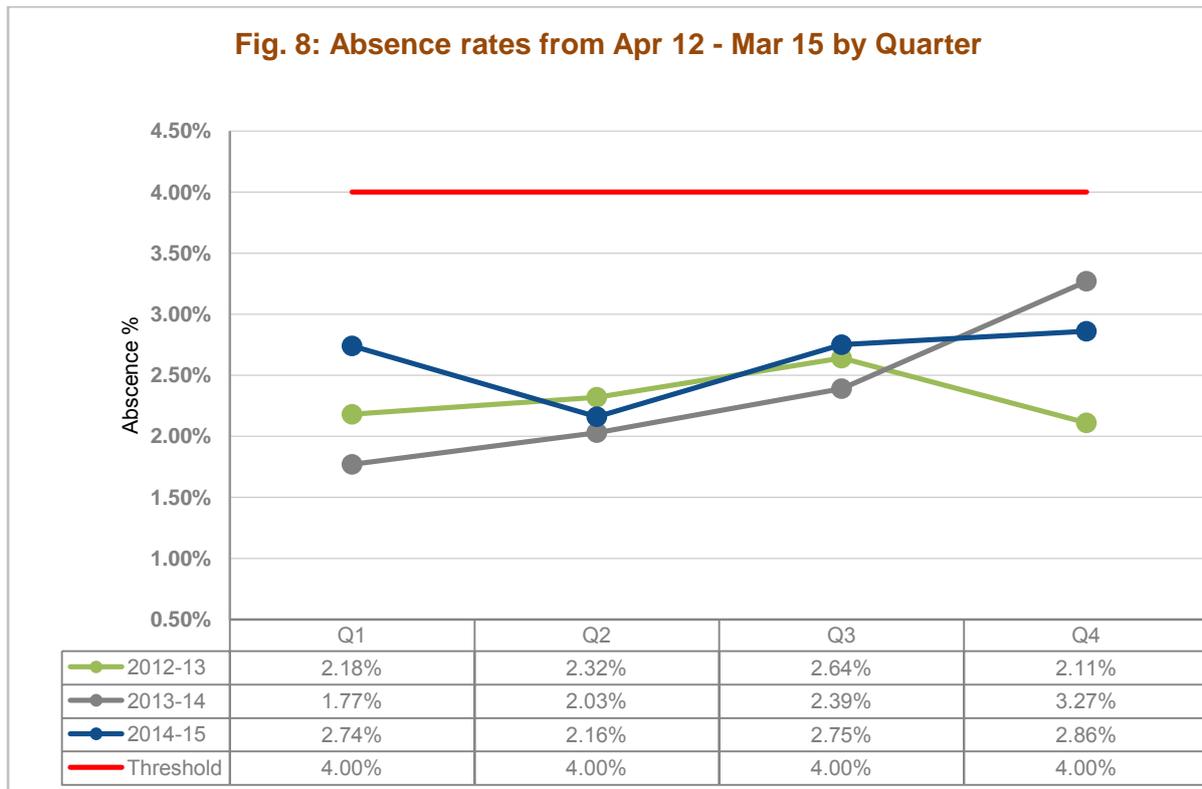


5. ABSENCE

Absence management continues to be a key area of focus across NES in order to achieve the absence standard as set by the Scottish Government. HR continue to provide support and advice across the organisation, with absence being monitored and reported to managers. This involves a full review across all Directorates and locations and is conducted on an ongoing basis to ensure that all absence cases are managed within the appropriate policies and to ensure that staff are supported and managers have effective arrangements in place. Additional data quality measures have been implemented and reporting is now available at Directorate, Department and team level for all leave types. This has assisted in the identification of any underlying issues that require additional HR support to manage.

In 2014/15 sickness absence averaged at 2.67%. This compared favourably with reported sickness absence figures across NHSS at 5.06%¹. In NES, the average number of days lost through sickness absence per employee per annum was 2.07 days as at 31st March 2015 as compared to 2.22 days in the previous year. Hospitalisation and stress/anxiety remained among the top five reasons for sickness absence within NES.

NES has continued the wellness strategy to support all aspects of staff wellbeing which will continue to be embedded. Facilities such as the occupational health service and the ICAS independent counselling service are in place to support employees while at work and on sick leave as required. In 2014/15 NES has retained the Healthy Working Lives Gold Award.



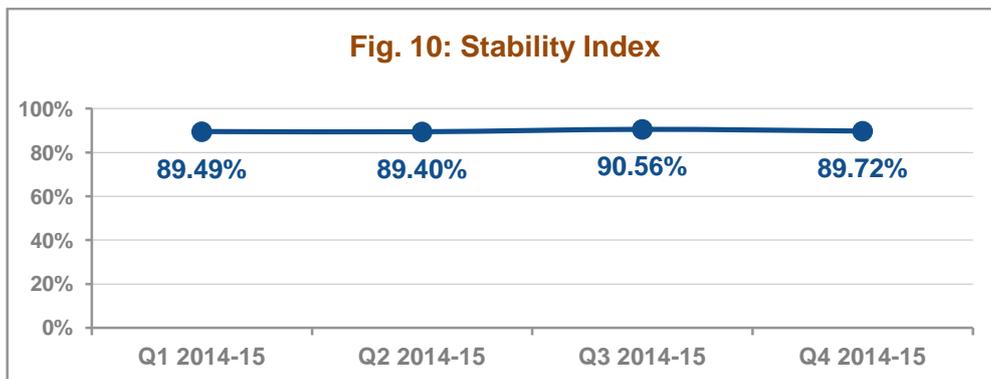
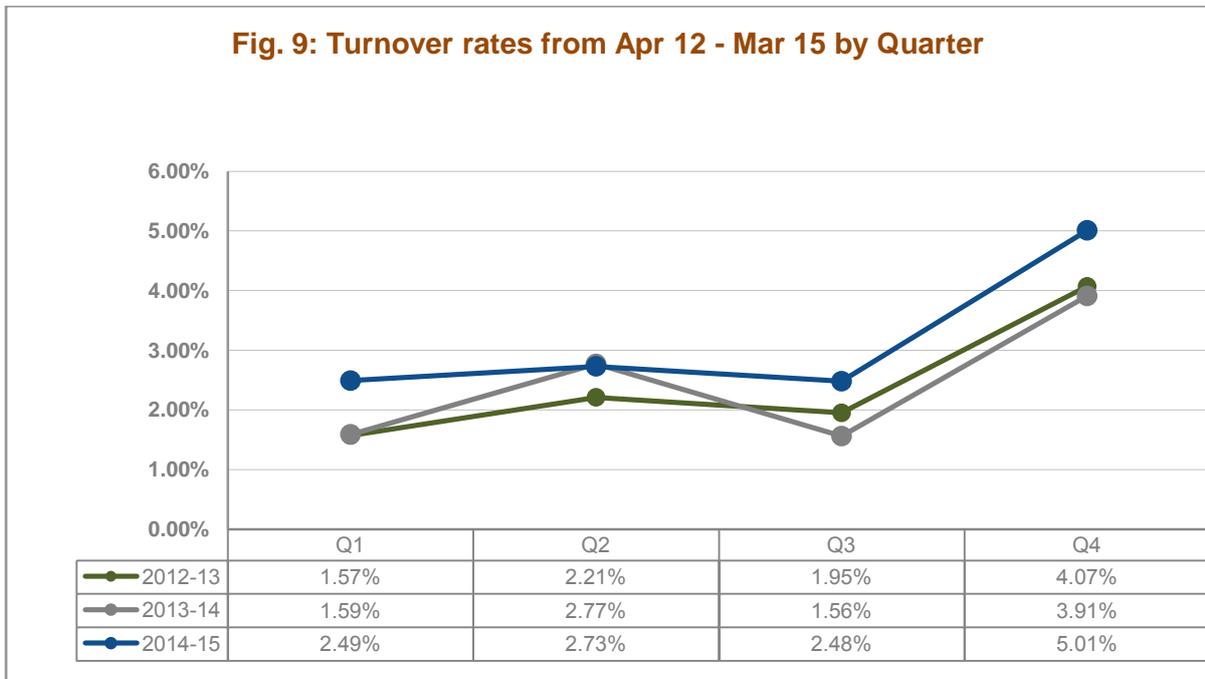
¹ Based on ISD methodology, data does not include GPStR's

6. TURNOVER

NHS Scotland’s overall average turnover in 2014 - 2015 was 5%. This compared to a figure of 3.18% for NES over same period. Turnover increased in quarter 4 of 2014/15 to 5.01%, the highest it had been in twelve quarters. In quarter 4 staff left due to the ending of fixed term contracts, voluntary severance and early retirement, which traditionally impacts on our turnover rate in this quarter. Further investigation will take place once the data from the exit questionnaires has been analysed.

Consideration will be given in partnership later in this financial year (2015/16) to the offer of a further round of voluntary severance and early retirement. There continues to be a sufficient level of turnover to allow redeployment of individuals where required.

Commitment to strict vacancy controls and redeployment have become a vehicle to deliver sustainable service redesign, which will continue in 2015/16. The stability index indicates the retention rate of employees with over one year service as at 31st March 2015 was 89.72%. These figures do not include GPStRs as training posts are rotational and on a fixed term.



APPENDIX 2

1. NES EQUALITY AND DIVERSITY PROFILE

Equality monitoring information lets us identify how people experience their employment journey with NHS Education for Scotland (NES), based on their protected characteristics. This report contains high level observations, context and potential actions for each protected characteristic. This report identifies NES’s performance in relation to aiming to achieve its objective of ensuring fair recruitment and employment practices.

The data relates only to employees who are directly employed by NES³. It excludes those who work with us but are engaged on other arrangements. This report is the starting point for further investigation and a more sophisticated intelligence led approach to management, engagement and development based on the protected characteristics. The report satisfies our statutory obligation under the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 to publish information annually relating to the diversity profile of our workforce and an analysis of equality and diversity in recruitment, retention, development and training. This report will consider the impact of equality and diversity in relation to various criteria as shown below. All figures include GPStRs unless indicated.

Fig. 11: Equality and diversity reporting⁴



³ For Data Protection reasons we are not allowed to report on any categories if there are under five staff present in that category.

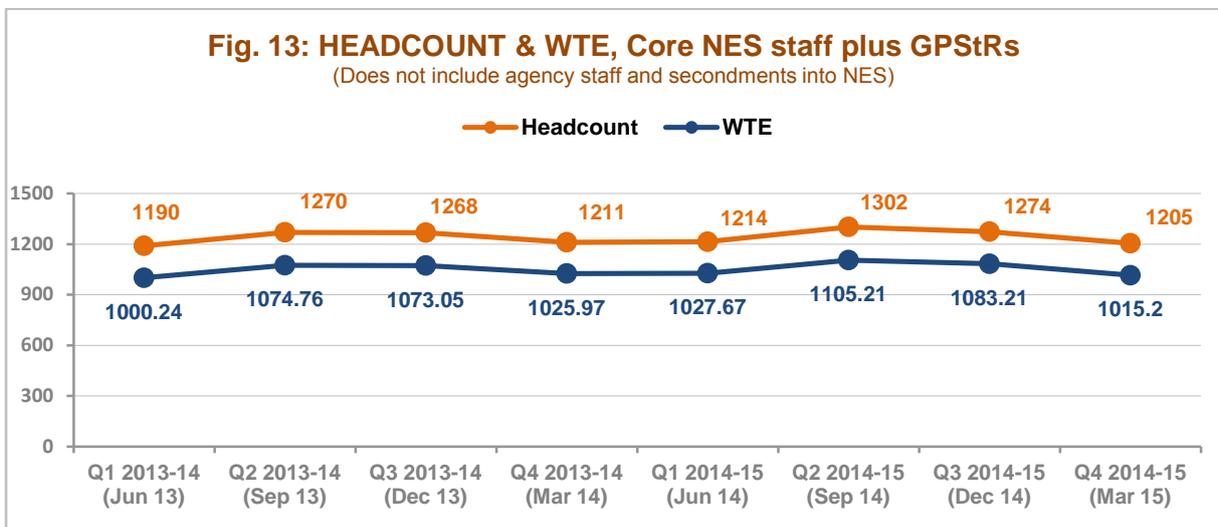
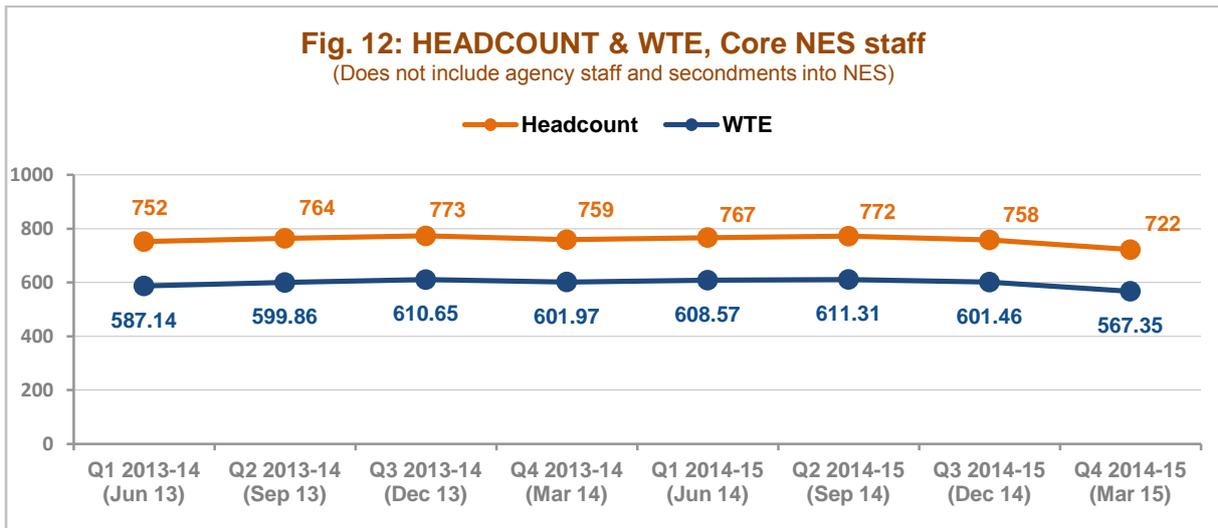
⁴ We also collect and analyse data on gender reassignment and pregnancy and maternity. The numbers of gender reassignment fall below the minimum reporting threshold and we discuss our approach to pregnancy and maternity in the section staff retention and development; therefore they are not included in this diagram.

2. STAFF IN POST

2.1. Workforce Profile

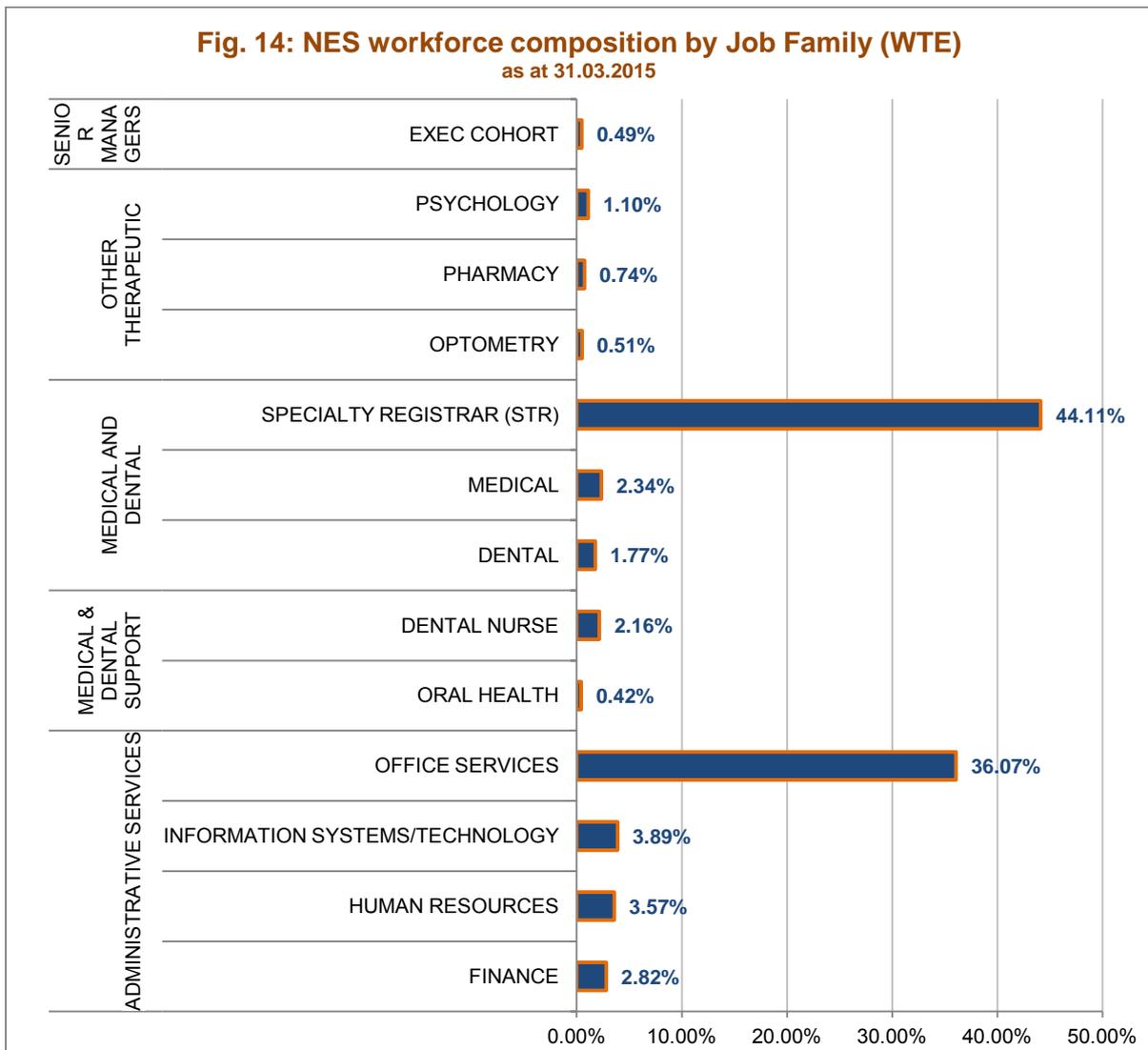
The NES workforce can be grouped in two broad categories, NES core staff and General Practice Specialty Registrars (GPStRs). NES core staff are made up of employees responsible for education, training and workforce development for those who work in and with NHSScotland and staff who provide support functions such as Finance, Procurement, Property and Facilities Management, Digital Services, Human Resources and Organisational Development. There are 18 GP training programmes ranging between three and four years across Scotland both in hospital and general practice settings. NES employs GPStRs whilst they are in the General Practice component of the training programme. GPStRs work across Scotland from busy practices in urban areas to the remote and rural practices, serving small scattered populations.

As at 31st March 2015 the NES headcount (not including GPStRs) was 722 (567.35 WTE); as at 31st March 2014 this was 759 (601.97 WTE). The size of the core NES workforce has averaged at 755 (597.17 WTE) over 2014/15 as compared to 762 (599.91 WTE) over 2013/14.



Job families are nationally defined and applied across all NHS Boards and adopted by the Information Services Division (ISD)⁵ for reporting NHSS workforce information. Figure 14 shows the breakdown of workforce composition across the defined national job families. In NES as at 31st March 2015 a large proportion (44.11%) of NES staff comprised of GPStRs in the Medical and Dental job family. Excluding the GPStRs, of the NES core staff the largest proportion (82.93%) was within the Administrative Services job family, followed by the Medical and Dental job family (7.36%), Medical and Dental Support make up 4.62% and Other Therapeutic Services that include Optometry, Pharmacy and Psychology make up 4.21% of staff.

It should be noted that certain NES posts, such as Associate Advisors, Clinical Tutors, Educational Project Managers, Postgraduate Tutors, Practice Educators, and Programme Directors are included within Administrative Services. As part of ongoing improvements to the quality of workforce information available within NES, we monitor data quality issues to ensure that the workforce information used to inform workforce and service redesign is accurate.



⁵ The Information Services Division (ISD), part of NHS National Services Scotland provides health information, health intelligence, statistical services and advice

Below is a high level breakdown of the staff groupings adopted by ISD for reporting workforce information and where NES clinical, non-clinical and educator roles are located within each job family.

Fig. 15: National Job families mapped to NES roles

ADMINISTRATIVE SERVICES			
Job Family mapped to NES roles			
Administrative Assistants Associate Advisers (based on T&C's) Associate Directors (NMAHP)	Business Managers Business Support Officers Communication roles Digital roles	Educational Project Managers Executive Assistants Finance roles HR & OD roles	Management Trainees Programme Directors Project roles Research roles Training Programme roles
MEDICAL & DENTAL			
Job Family mapped to NES roles			
DENTAL Post Graduate Dean of Dental Education Assistant Director PG GDP Education Associate Dean / Director Advisers (Foundation, Public Dental Service, Core Training, Vocational Training) Tutors (various streams)	MEDICAL Director of Medicine, Deputy Director Post Graduate Deans, GP Directors Associate Advisers (various streams) Training Programme Directors GPStRs		
MEDICAL & DENTAL SUPPORT			
Job Family mapped to NES roles			
DENTAL SUPPORT Senior Dental Nurse Tutors Dental Nurse Tutors Orthodontic Therapy Tutor Specialist Tutors	ORAL HEALTH Lead DCP Tutor National Oral Health Improvement Tutor Senior DN Tutor		
OTHER THERAPEUTIC			
Job Family mapped to NES roles			
OPTOMETRY Programme Directors Postgraduate Optometry Tutors	PHARMACY Director of Pharmacy Assistant Director Associate Programme Directors Clinical Directors Project Leads Postgraduate Tutors Practice Education Co-ordinators	PSYCHOLOGY Clinical Practice Director Clinical Tutor Educational Project Manager Programme Director Research & Training Officer	

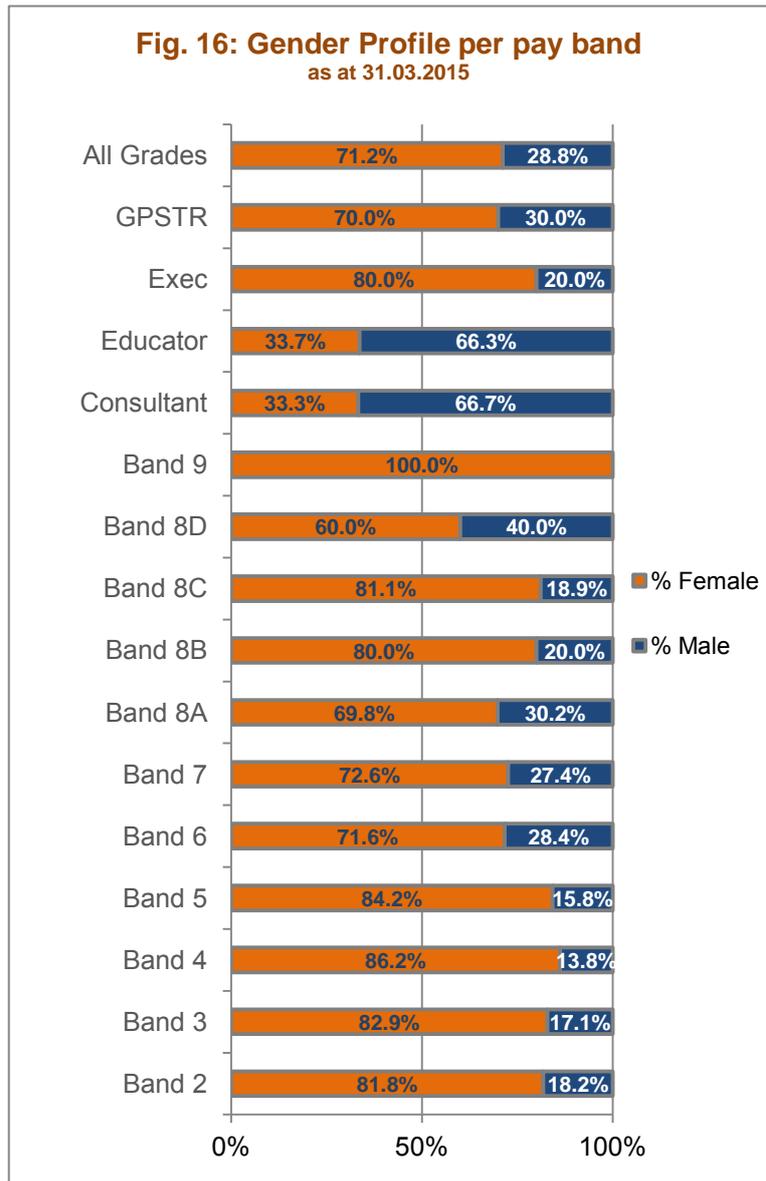
Over 2014/15 a project to Harmonise Agenda for Change (A4C) job roles across NES was commissioned. The review has been working in Partnership to develop a harmonised suite of NES job roles which have been ‘evaluated’ and ‘matched’ to National Job Profiles. The objective is that all A4C posts will be re-aligned onto a standard suite of NES Job Descriptions. This project will also look to align NES roles to national job families as shown in Figure 15.

2.2. Gender

The NES workforce is predominantly female. Women made up 71.2% of the total workforce as at 31st March 2015, compared to 68.9% the previous year.

There are gender differences between the various pay groups. As at 31st march 2015 79.1% of the workforce contracted under Agenda for Change (A4C) is female and 80% of the senior staff employed under Executive Cohort terms and conditions are female. The workforce contracted under GP/GDP Educator (66.3%) and Consultant (66.7%) arrangements had a larger proportion of males. It is worth noting, however, that 70% of the GPStR workforce were female. This figure is broadly consistent with the gender composition of the GP Workforce in Scotland. NES manages the attraction and selection of GP Trainees in Scotland and produce a recruitment equality analysis each year to ensure that there aren't any barriers to entry for this profession.

Figure 16 illustrates the distribution of A4C staff across pay bands by gender. As at 31st March 2015 the majority of staff at all pay grades were female, although the size of that majority varies by pay band. There was some vertical gender occupational segregation in that a larger majority of staff at pay Bands 2 - 4 were female, whereas the majority of male staff were employed at Band 7 or above. Further analysis indicated that there were staff on part time or flexible working arrangements across the A4C bands.

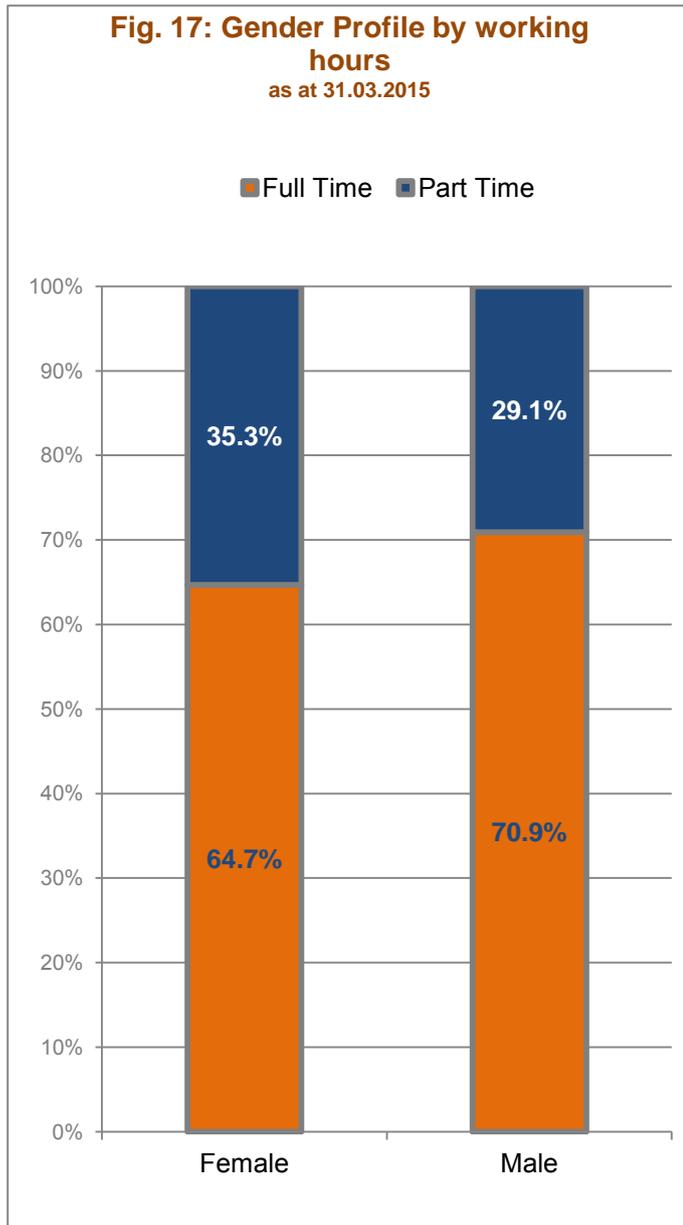


In 2013 NES undertook more detailed analysis of the pay differences by grade and gender across all Agenda for Change grades. This has been further analysed with reference to full and part time staff in the published Equal Pay Statement⁶ which includes our commitment to equal pay and provides an analysis of pay equity at NES.

The 2013 review indicated there was no inequality evidence that would cause the organisation any concern with regards to the levels of pay within each band by gender. This analysis will be conducted again in 2017.

NES aims to be a family friendly employer and has implemented a range of policies to enable the workforce to achieve work life balance and to enable NES to attract and retain a diverse workforce. The analysis of our workforce shows that a significant number of women work for NES on a part time basis and that a significant number of GP Trainees, both male and female, are choosing to work part time. As shown in Figure 17, 35.3% females work part-time compared to 29.1% male, as at 31st March 2015. It should be noted that a number of Educators work on a sessional basis and hence even though they might work part time for NES they could also hold a second post delivering front line services.

During 2014/15 NES has recognised the need to monitor the careers of women returning from maternity leave to ensure that direct or indirect discrimination on the grounds of pregnancy and maternity is not prevalent. NES collects information on length and instances of maternity leave. Over the course of 2015/16 we will define a data set that will allow us to carry out a longitudinal study of career progression of women returning from maternity leave. Capturing and analysing this information will allow us to identify barriers to career progression and monitor career development, pre and post pregnancy.



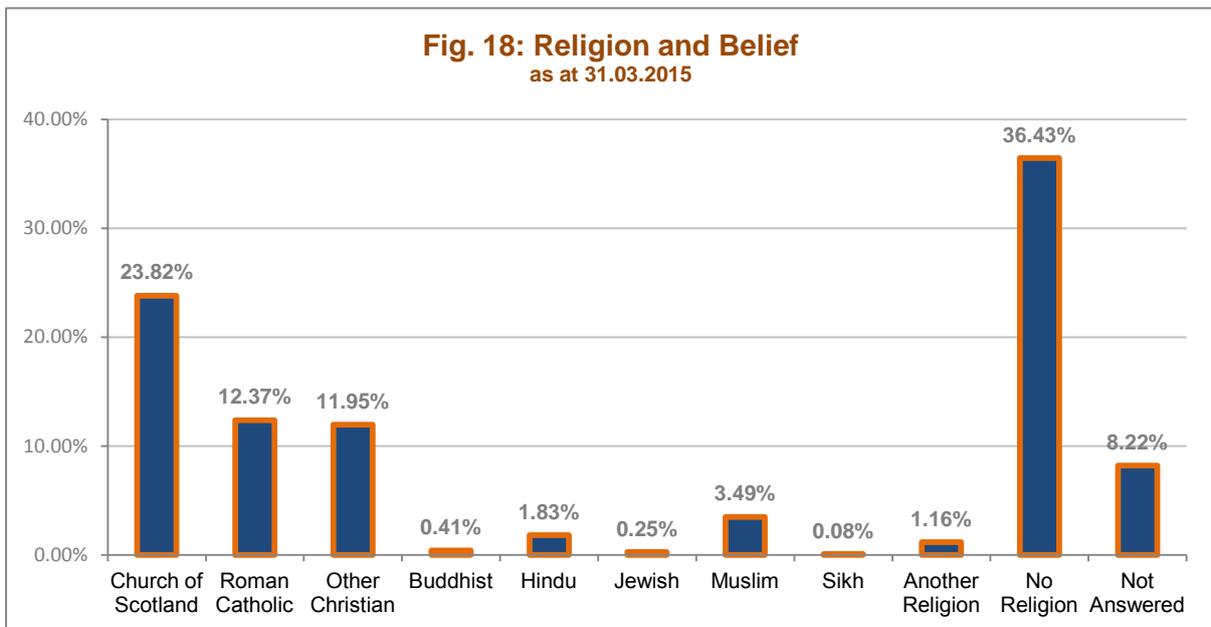
⁶ Equal Pay Statement - <http://www.nes.scot.nhs.uk/media/16768/Equal-Pay-Statment-April-2013.pdf>

2.3. Religion and Belief

Trend data shows the improvement in data collection for staff choosing to declare their religious belief, in 2014/15, 91.78% of NES staff disclosed their religion as compared to 90.59% in 2013/14. The disclosure rate has consistently risen since 2012. The percentage of staff not wishing to disclose this information as at 31.03.2015 was 8.22% in comparison to 9.41% as at 31.03.2014. This is a positive step but the figure remained relatively high compared to disclosure relating to other equality strands. Also, it was slightly higher than as reported in the 2011 census⁷, where 7% did not disclose their religion.

NES continues to reassure staff as to the reasons for collating and reporting this data. Evidence based promotional material will continue to be placed on the intranet to encourage staff to disclose this information. The 'Your NES' pages on our newly redesigned intranet, aim to provide a portal for staff to find information relevant to their personal circumstances. Articles in the staff magazine, NES Express, are also useful in communicating this type of message to staff. In addition, we have improved and simplified our online job application form which has a section for candidates to complete equality and diversity information. For candidates who are successful in securing a post this information is transferred into our HR system eliminating the need to ask for this information from employees again. Through our online offering staff have the ability to update their own records on the HR System and are able to maintain this information on an ongoing basis.

After Christianity (48.14%), Islam was the most common faith with 3.49% staff in NES describing their religion as Muslim. This is followed by Hindu (1.83%), people from Other religions (1.16%), Buddhist (0.41%), Jewish (0.25%) and Sikh (0.08%). Staff religious choices are broadly reflective of the demographics as reported in the population information on Scotland's religious groups.⁸



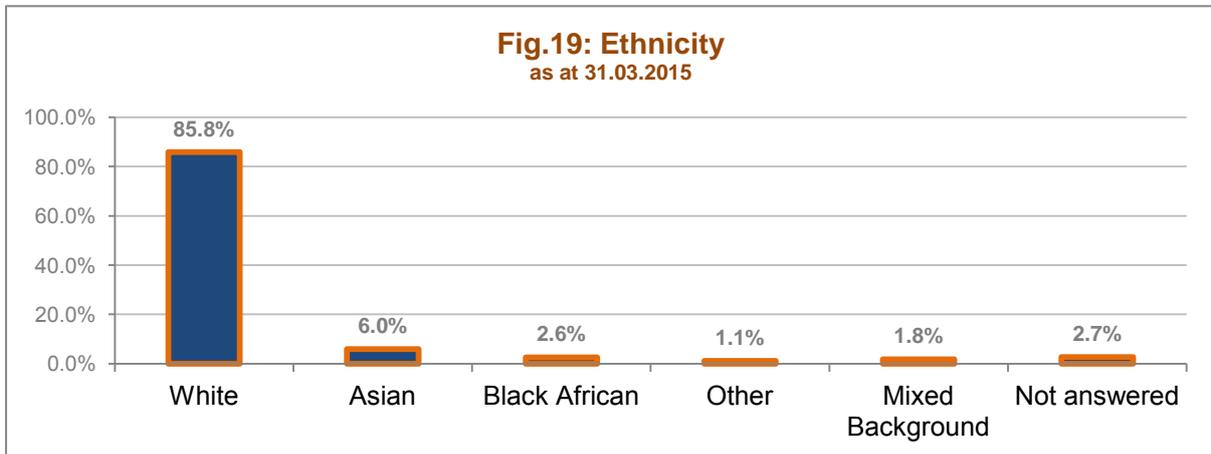
⁷ <http://www.scotlandscensus.gov.uk/>

⁸ <http://www.gov.scot/Topics/People/Equality/Equalities/DataGrid/Religion/RelPopMig>

2.4. Ethnicity

There continued to be an increase in the disclosure of ethnicity, with only 2.7% of staff who preferred not to disclose this information as at 31st March 2015. This is an improvement from the previous year's figure of 3.96%. As at 31st March 2015 the NES workforce is predominantly white (85.8%) this broadly reflects the national population where 96% of the population is white, as reported in the 2011 census. The remaining staff are split between the other ethnic groups. A high proportion (23.4%) of GPStRs are from an ethnic minority community. As at 31st March 2015, 7.9% of NES core staff were of black and minority ethnic (BME) origins as compared to 4.08% in the previous year. NES will continue to monitor the attraction and retention of staff from minority ethnic groups.

According to the 2011 census⁹, council areas with large cities had the highest proportion of their population from a minority ethnic group: 12% in Glasgow City, 8% in City of Edinburgh and Aberdeen City and 6% in Dundee City which is representative of the NES ethnicity profile by geographical region.



The Ethnic groups in the chart have been combined for the purposes of reporting. The Ethnic Group list available to staff match that of the 2011 Scottish Census data collection exercise. Figure 20 details the groupings.

Fig. 20: Ethnicity Groupings as at 31.03.105

White	White – Irish (3.8%) White – Other (3.1%) White - Other British (16.8%) White – Polish (0.1%) White – Scottish (62.2%)
Asian	Bangladeshi, Bangladeshi Scottish or British (0.3%) Chinese, Chinese Scottish or British (0.5%) Indian, Indian Scottish or British (2.6%) Other (0.3%) Pakistani, Pakistani Scottish or British (2.2%)
Black African	African, African Scottish or British (1.7%) African – Other (0.6%) Caribbean or Black – Other (0.2%)

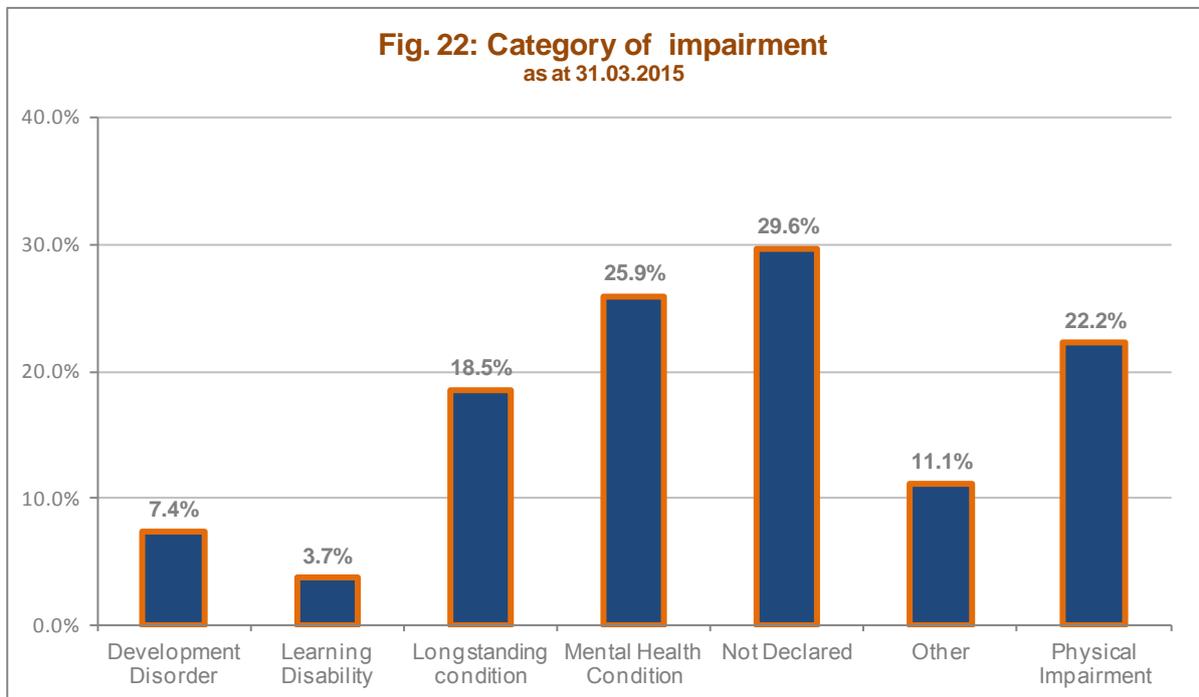
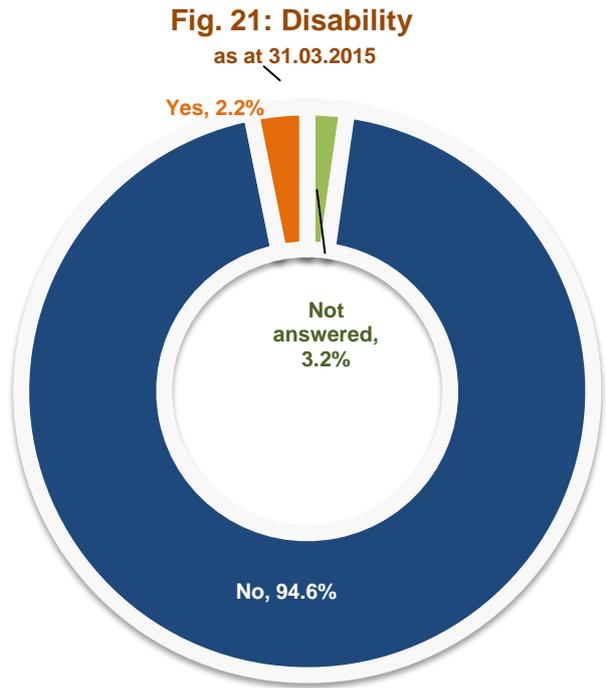
⁹ <http://www.gov.scot/Topics/People/Equality/Equalities/DataGrid/Ethnicity/EthPopMig>

2.5. Disability

As at 31st March 2015, disability status was known for 96.9% of staff up from 95.5% as the previous year, with 3.2% preferring not to disclose this information. We also continue to collate data on the category of impairment.

Of the NES workforce, as at 31st March 2015, 2.2% (compared to 3.2% in other public sector organisations¹⁰) had disclosed disability. Of those that had disclosed the category of impairment, the most common description is a mental health condition (25.9%), physical impairment (22.2%) and long-term condition (18.5%) as shown in Figure 21.

The NES disability policy promotes the social model of disability and recognises that there is an organisational responsibility to take positive action in the removal of barriers faced by disabled people. The revised Disability policy continues to reflect the organisation’s positive commitment to promoting disability equality across our organisation.¹¹



¹⁰ HR Benchmarker 2013 – Workforce performance Indicators Report, DLA Piper

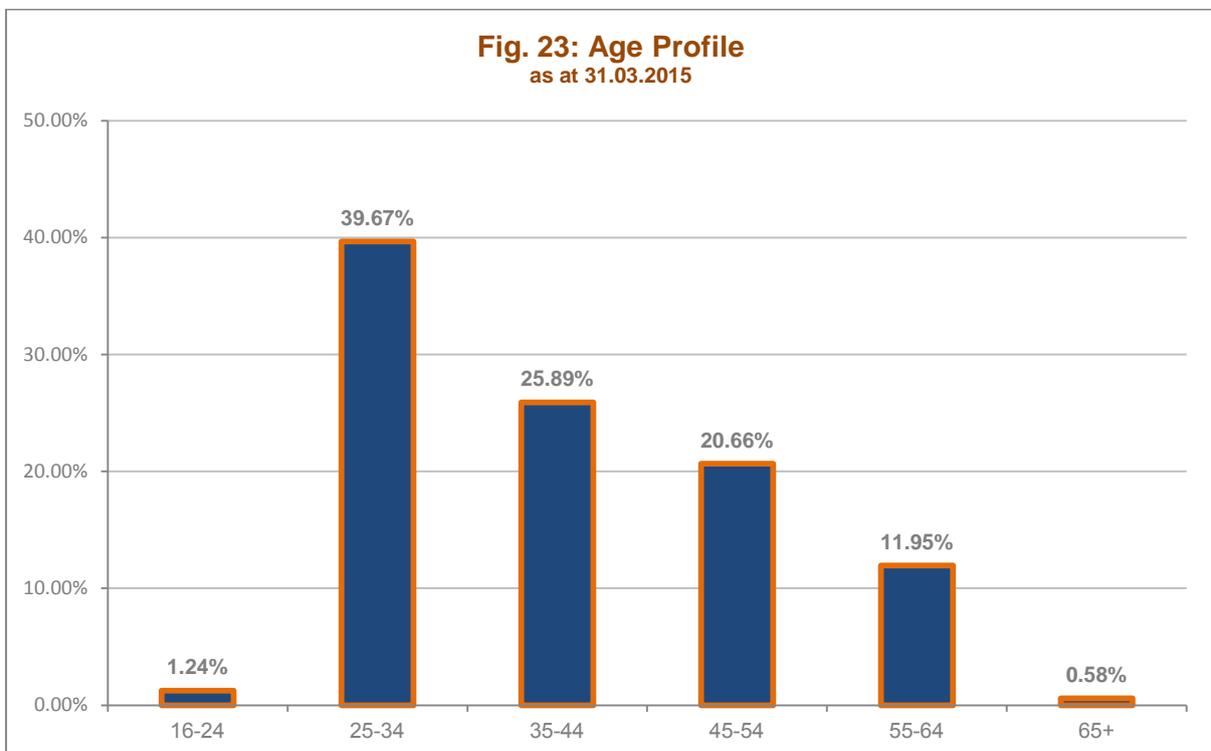
¹¹ Disability categories are nationally defined by NHS Scotland

2.6. Age

As at 31st March 2015 the largest proportion of the NES workforce was in the 25-34 age range at 39.7%. The majority of GPStRs (77.4%) fell within this age range. For NES core staff the most prevalent age group is 45-54, with 33.7% staff members falling within this age group, broadly similar to the NHS Scotland figure of 33.3%.¹²

For NES core staff, under 24 (2.1%) and 65+ (0.9%) age groups continued to be the most underrepresented groups within NES. This was lower than the overall NHSS data where 4.5% were between 16-24 and 1.4% were 65 or over. Some of the longest serving and most experienced employees are over 55 years old; there is the potential for NES to lose more experienced members of staff in the forthcoming years. The creation of ‘a more visible talent pipeline fed by robust succession plans’ is one of six Scottish Government priorities for building capability to support the 2020 Workforce Vision. Accordingly, work has been undertaken in 2014 with the NES Executive Team to develop principles for talent management in NES which will be further developed in 2015-16. Although the age demographic of NES can in part be attributed to the clinical experience gained by a number of staff prior to moving into education, training and project roles, close monitoring of the age demographic will continue and feed into the annual review of the HR & OD priorities in the Equality and Diversity Strategic Action Plan 2013/17.

NES continues to support the Scottish Government initiative to provide work placements for young people aged 16-24 by providing Modern Apprentice Opportunities. Since 2012 NES has created 4 Modern Apprenticeship posts in fields such as Business & Administration and Creative and Digital media of which 3 apprentices have successfully been appointed to permanent roles within the organisation.



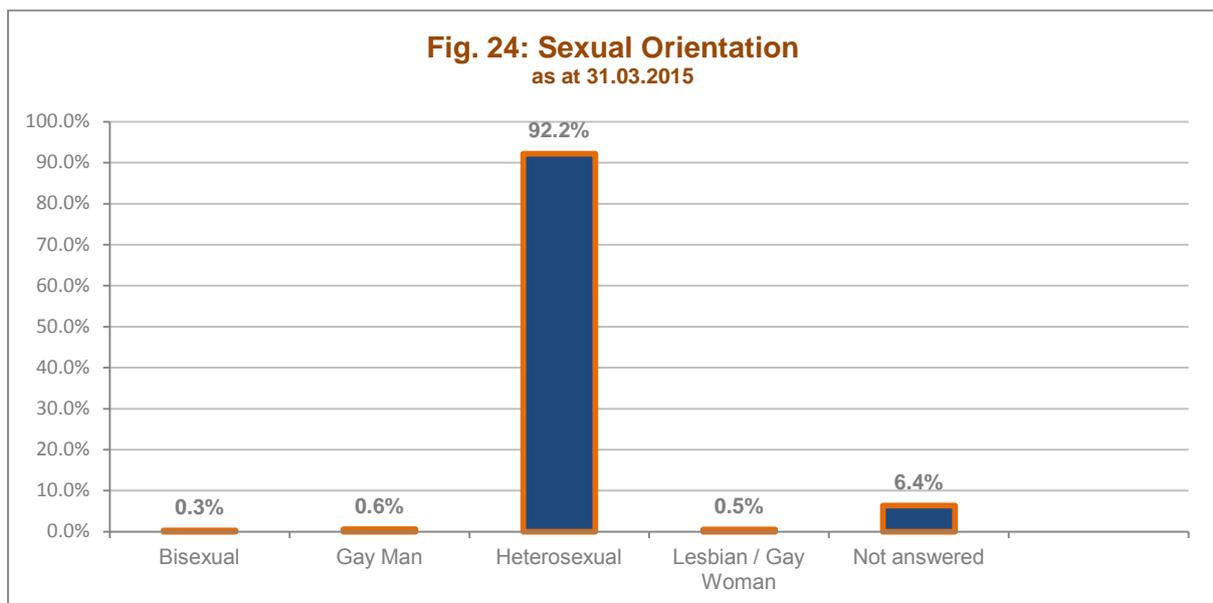
¹² National comparator figures from previous year (ISD), figures as at 31.03.2015

2.7. Sexual Orientation

As with disclosure of other equalities data, we continue to promote the disclosure of sexual orientation. As at 31st March 2015, 6.4%, of NES employees stated that they would prefer not to declare this information. This suggests that staff may still have concerns over why NES would collect this data and how it would be used.

Research from Stonewall Scotland¹³, a third sector organisation that supports LGBT people, suggests that monitoring sexual orientation will only generate meaningful and reliable results when employees feel safe and confident disclosing their sexual orientation. The proportion of staff that declare their sexuality is often a barometer of the effectiveness of an organisation's diversity measures. Therefore, the continual updating of equalities data by staff, combined with work being undertaken to explain why NES collects this data, may lead in time, to an increase in disclosure of sexual orientation by employees. The Stonewall publication, 'What's it got to do with you?' is available for information on the staff intranet. NES continues to gather employment data relating to the protected characteristics and uses this to determine if any action is required to advance equality. Reporting of data takes place quarterly to the Executive Team.

When setting equality outcomes, NES recognises its responsibility as an employer as well as a training provider. Research from Stonewall Scotland, showed that LGBT (lesbian, gay, bisexual, and transgender) people often face specific challenges at all stages of the recruitment cycle and in the workplace. NES set an outcome that seeks to ensure that access to employment and career development with NES will be free from barriers or inequalities based on a person's sexual orientation or gender identity as all policies are equality impact assed.

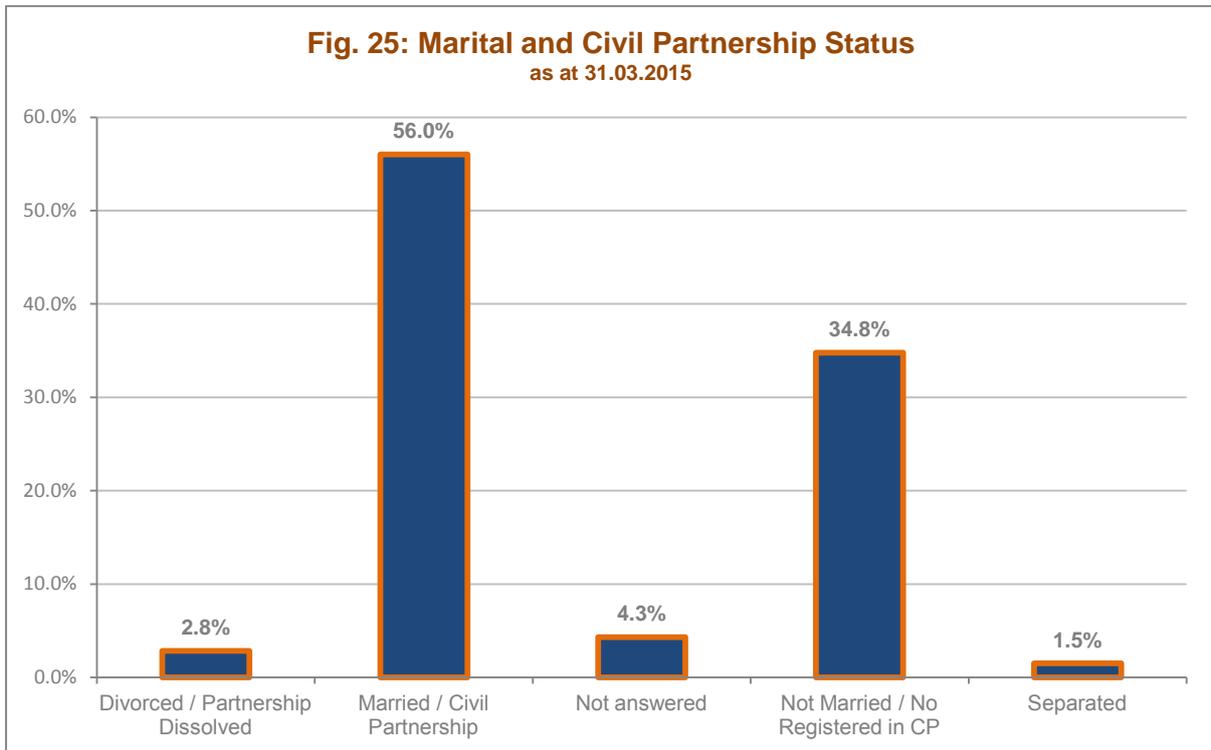


¹³ <http://www.stonewall.org.uk/>

2.8. Marital and Civil Partnership Status

According to the best practice guidance on monitoring equality and diversity in employment, marital/civil partnership status should be included as it is included in section 8 of the Equality Act 2010 and part of the Public Sector Equality Duty in respect of the requirement to have due regard to the need to eliminate discrimination. As at 31.03.2015, 56% of NES staff were married or in a civil partnership, while 4.3% of staff preferred not to disclose this information. NES will continue to monitor disclosure rates for this monitoring strand.

NES recognises that all staff need to achieve a balance between their home and their work in order to live and work healthily; NES policies aims to provide ways of achieving that balance through flexible working practices. NES is committed to operating flexibly and provides a number of alternative working patterns available through discussion between managers and staff.. These flexible working practices are open to all staff who are directly employed by NES in line with the NHS Terms and Conditions, regardless of their current working pattern. All staff have a right to be treated fairly and to have their personal preferences taken into account. We continue monitor requests for flexible working applications to ensure consistent application of the policy and so that no groups are adversely impacted.



3. STAFF RETENTION¹⁴

In the area of staff retention we analyse patterns of employee relations casework, disaggregated by protected characteristic and the profile of staff who leave the organisation during the year. We also carry out thematic analysis of exit interviews.

Casework is classified as informal or formal management of a range of employee relations activities. We collect and analyse data on the following activity:

- Flexible working requests
- Sickness absence management
- Occupational health referral
- Informal advice given to employees
- Informal advice given to managers
- Complaints/concerns
- Investigation
- Grievance
- Capability

All formal activity is tracked and monitored by HR for all protected characteristics in order to monitor trends. Informal casework is often carried out local by line managers, but where activity is known to HR it is logged on our management information systems and analysed by protected characteristic.

Analysis of employee relations activity for 2014/15 indicated that:

- Disabled staff were more likely to be involved in capability activity and to receive informal advice from HR;
- Staff of Asian ethnic origin were more likely to receive informal advice from HR, as were staff who identified their religion as Islam.

NES also gathers data and reports quarterly on formal and informal case management in relation to disciplinary and grievance. This information is gathered in such a way that it can be broken down by all the protected characteristics. However, due to the very small number and need to protect individual confidentiality no data has been published.

In the course of 2015/16 NES has confirmed its approach to the presentation of workforce data in relation to maternity, parental and other forms of leave. This will enable us to report on and monitor over time, trends in the uptake of flexible working and progression of staff within the organisation. We will define a data set that will allow us to carry out a longitudinal study of career progression of women returning from maternity leave. Capturing and analysing this information will allow us to identify barriers to career progression and monitor career development, pre and post pregnancy.

¹⁴ The data in this section relates only to NES core staff and does not include GPStRs.

4. STAFF RETENTION: TURNOVER

A total of 119 employees, not including GPStRs¹⁵, left NES during the reporting period April 2014 to March 2015 as compared to 90 in 2013/14.

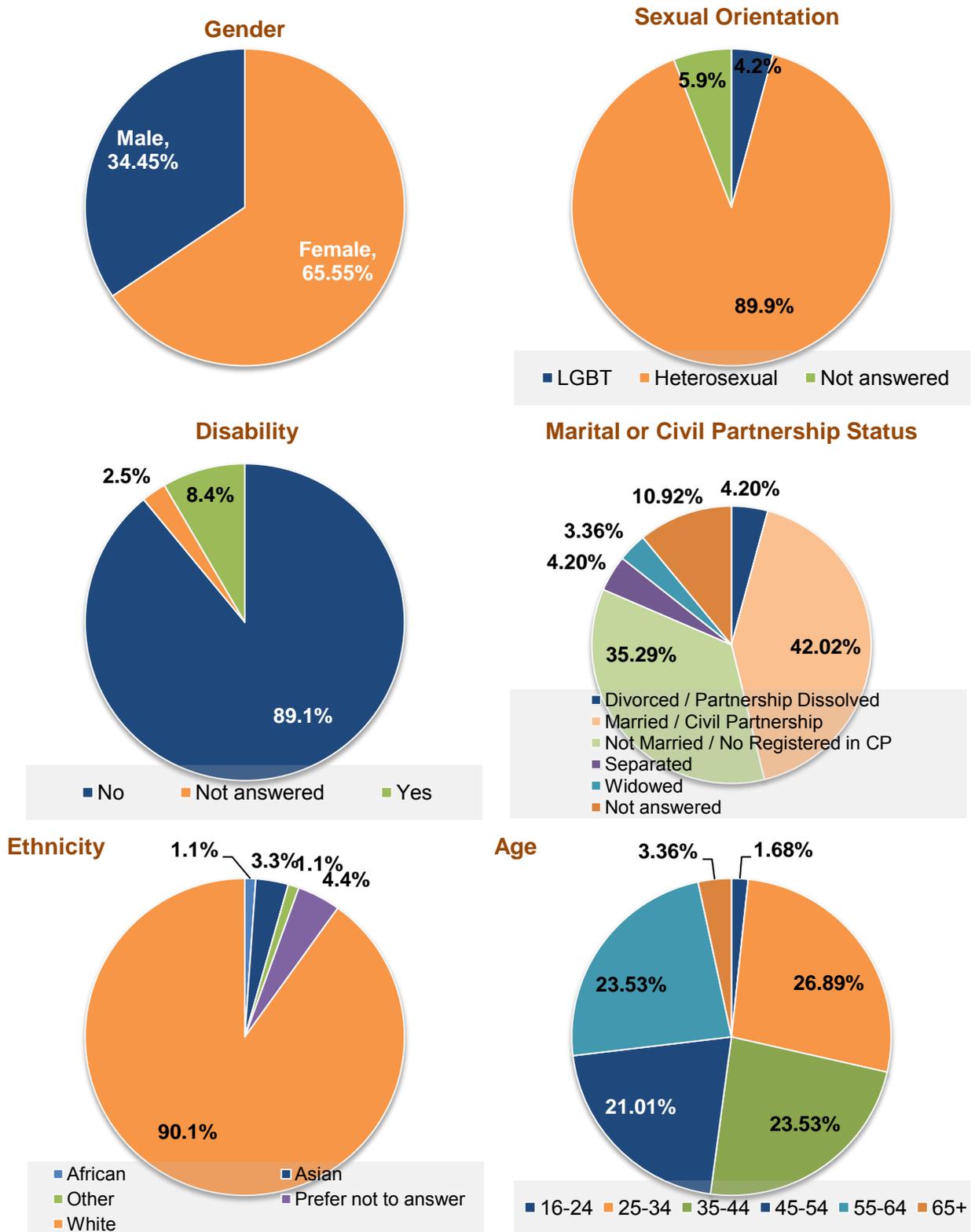
In an effort to ensure a positive, safe, secure, discrimination-free work environment and facilitate employee retention, it is the policy in NES to request employees who are leaving to participate in the Employee Exit Questionnaire / Interview Process. The purpose of the Exit Questionnaire / Interview Process is to obtain employees' input regarding working conditions and employment policies, practices, and/or procedures. Information obtained is used for statistical purposes and to achieve the objectives of the People and OD Strategy to facilitate employee retention and enhance the work environment for staff. NES now prepares an annual report on exit questionnaire data which provides an analysis of the impact of a wide variety of issues on the reasons for leaving and the respondents' views on a range of satisfaction and motivational factors. This report also includes equal opportunities information. NES has established processes for reviewing and reporting on themes and trends arising from exit questionnaire data. Data for 2014/15 is currently being analysed. Previous findings from the 2013/14 data include the following:

- The impact of the ending of fixed term contracts
- NES has continued to maintain reasonably a good satisfaction rate at the time of leaving employment and in relation to recommending NES as a place to work. This reflected our NHS Scotland Staff Survey scores.
- Leavers gave favourable rates for being valued and recognised, having the information to do their job effectively, working relationships, working conditions/hours, being supported and knowing what was expected of them in the job.
- Pay received a positive response from non-agenda for change staff, but a more neutral response from agenda for change staff.
- Extensive change processes potentially impacting on views of morale
- Induction processes, communication within NES, and opportunities for career development received a less positive review.

NES continues to examine the data collected through the exit interview process. The exit questionnaire results have become part of the information reviewed by HR&OD in establishing plans and building strategies. As described above NES is in the process of analysing data collected in respect of 2014/15. We will review any possible trends emerging over 2014/15 and incorporate any required actions into our staff governance plans. The data collected will also be used when impact assessing HR & OD policies and if we implement changes within NES because of employee exit questionnaire findings; we will inform employees why we are making these changes.

¹⁵ GPSTRs are employed for the duration of their training period on a fixed term basis.

Fig. 26: Leavers data broken down by various E&D strands as at 31.03.2015

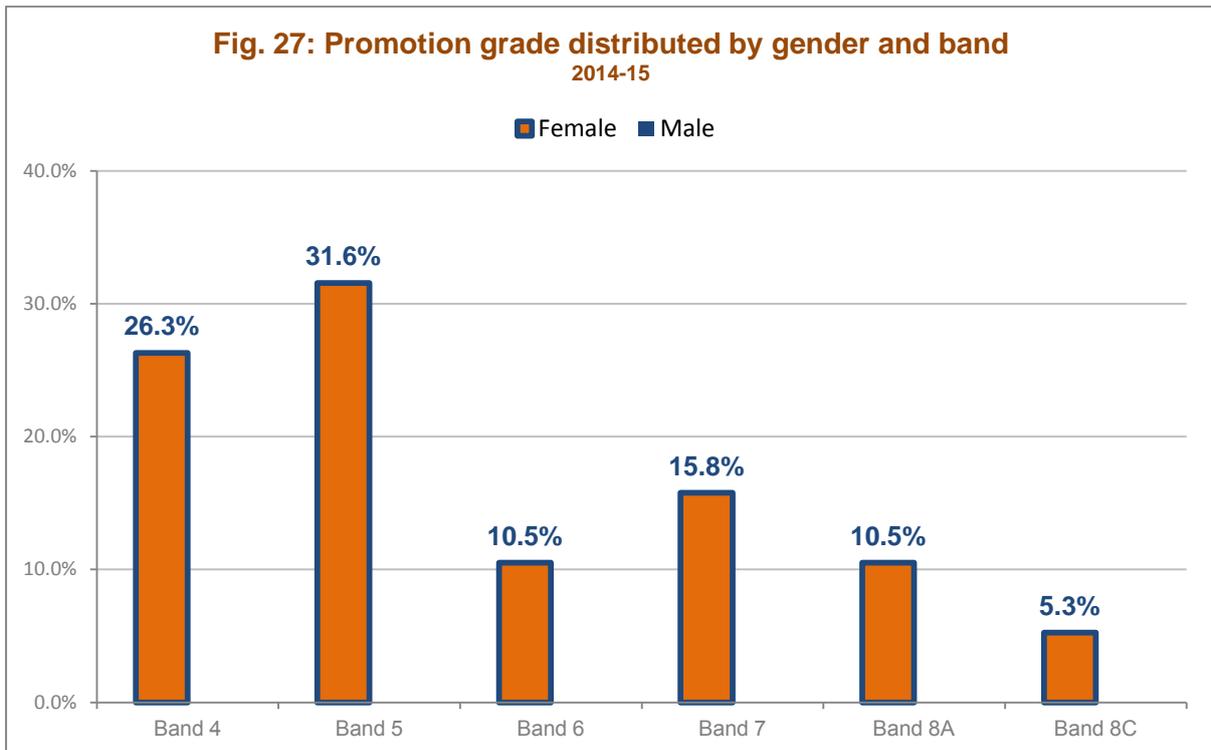


5. DEVELOPMENT: PROMOTIONS

A promotion within NES is defined as a staff member moving to a higher grade/band. This does not include re-evaluations of posts. During the 2014-15 reporting period there were 19 promotions within NES.

- All staff who gained promotions in 2014/15 were female.
- 84.2% were full time and 15.8% part time.
- 89.5% were permanent promotions and 10.5% were on a fixed term basis.
- The promotions were spread across all Directorates in NES. Data has been collated with regard to the WTE, gender, marital status, religion, ethnic origin, disability, age and sexual orientation of all promoted staff.

Examination of the data suggests that no groups have been disadvantaged; however as numbers are very small they cannot be reported. NES will continue to monitor promotions to ensure no groups are adversely affected.



6. DEVELOPMENT: LEARNING AND DEVELOPMENT

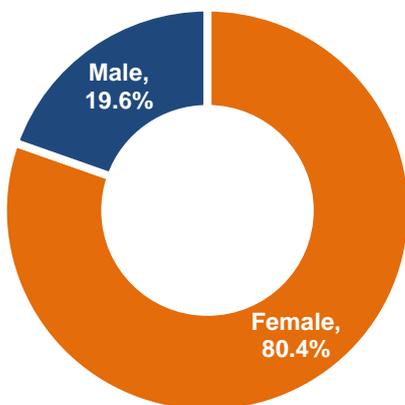
In the reporting period 2014/15 a total of 1047 delegates had attended training across NES. This includes staff that are employed by NES and staff who work for NES on a secondment or on agency contracts.

Comparative analysis of the workforce profile and the proportion taking up training suggests that the latter is largely reflective of the organisational population across the different protected groups. In terms of gender, the data reflects positively on access for female staff, with 80.4% of learning opportunities during 2014/15 accessed by female staff in comparison with that group representing 71.8% of the population. In terms of disability, ethnic origin, religion or belief and sexual orientation, there is a strong consistency between the profile of learning opportunities accessed and the organisational profile.

Full-time staff accounted for 11.1% more learning opportunities than their share of the organisational population. However, it is notable that the learning opportunities taken up by part-time staff was 23%, suggesting the working part-time is not a significant barrier to accessing learning. This is reflected in the access to learning by those in different pay bands, with the Consultant and Educator staff who are almost exclusively sessional taking up 6.5% less learning opportunities than their share of the organisational profile in 2014/15. As many of these individuals have at least one other substantive employer, and spend less than 50% of their time undertaking work for NES, this is not felt to present a significant risk.

Conversely, at Agenda for Change Bands 2-7, the proportion of staff accessing training is consistently higher than each Band's share of the workforce profile. Given that these bands are predominantly made up of younger and female staff, this data is consistent with the overall gender share of training noted above and offers some encouragement around the development of future talent. NES is proactively looking to encourage the uptake of training and development across the whole of the NES workforce. The charts below denote the breakdown of training attended in 2014/15.

**Fig. 28: Training attended:
Gender
2014-15**



**Fig. 29: Training attended:
Working Pattern
2014-15**

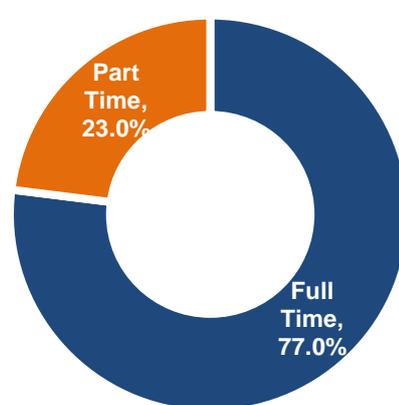


Fig. 30: Training attended: Sexual Orientation
2014-15

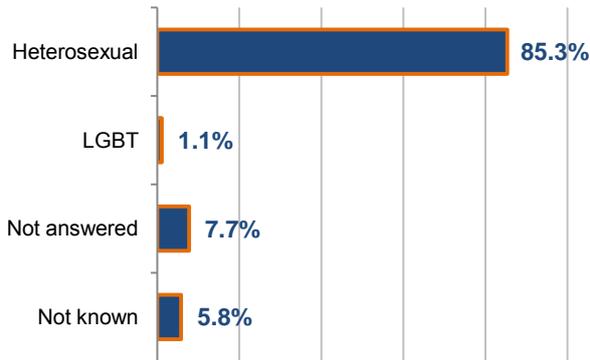


Fig. 31: Training attended: Disability
2014-15

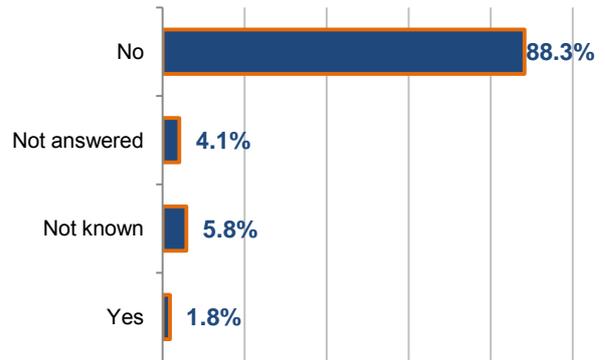


Fig. 32: Training attended: Marital Status
2014-15

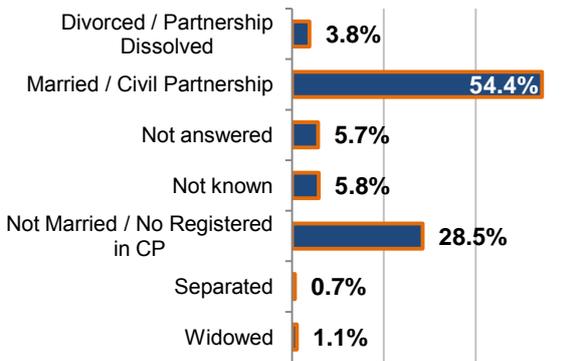


Fig. 33: Training attended: Ethnic Origin
2014-15

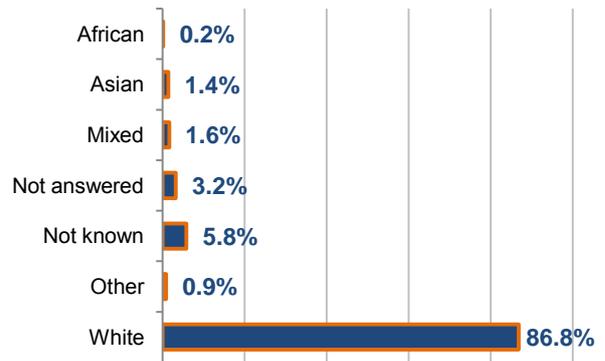


Fig. 34: Training attended: Religion and belief
2014-15

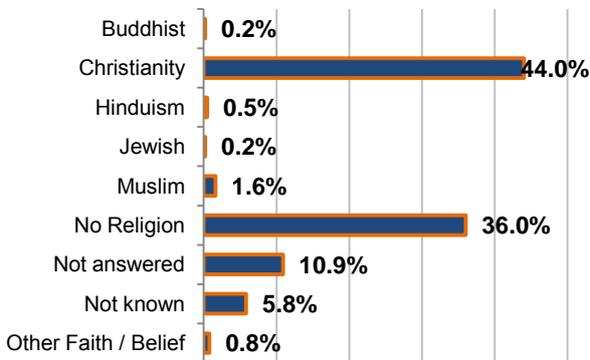
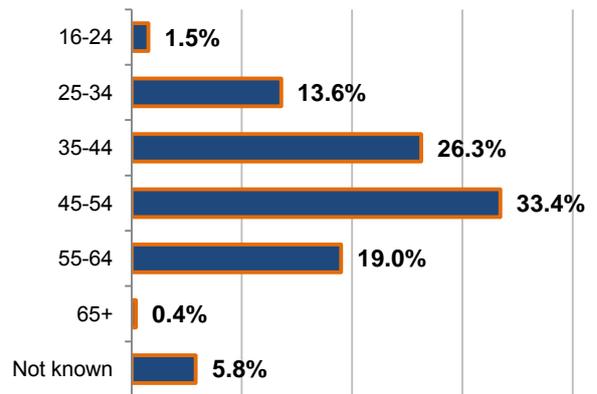
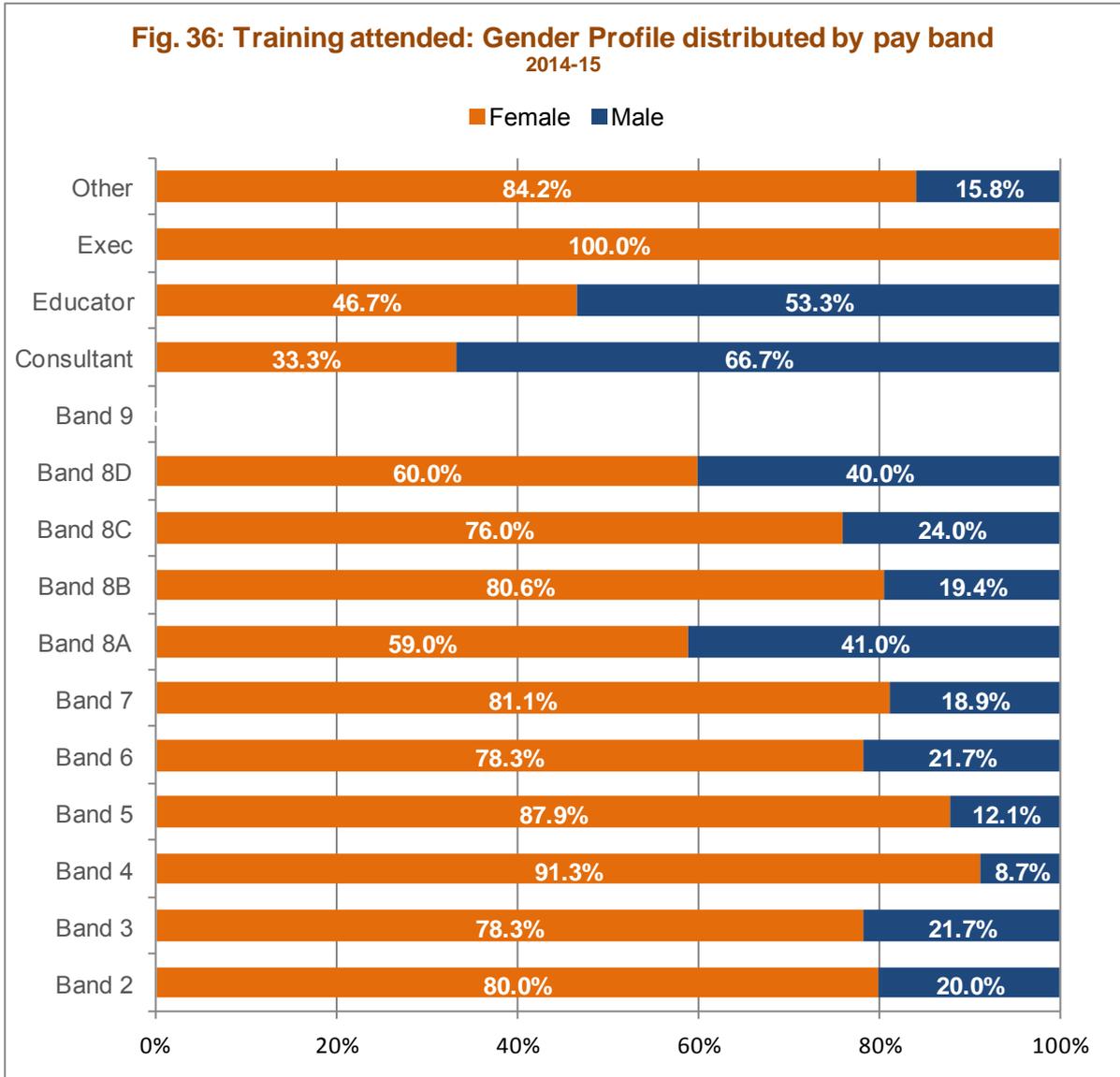


Fig. 35: Training attended: Age
2014-15





7. DEVELOPMENT: CONTINUING EDUCATION

The process for awarding funding for continuing education, set in the context of the Learning & Development Policy, is designed to be person centred and effective in ensuring fair and equitable access to support for ongoing personal and professional development. In 2015 following review by Directors, 18 applications from 5 directorates were received by the OD team, a decrease of 10 (35%) in comparison with 2014. Of these, 15 (83%) were successful in securing funding for a variety of qualifications. Three of the applicants were from continuing students who have been awarded NES funding in the last financial year.

There were 10 fewer applications in 2015 compared to 2014, a 35% reduction. In 2014, 32% of applications were from bands 2-5, a reduction from 44% the previous year. In 2015, 33% of applications were from these bands, which account for 43% of the NES staffing headcount.

In 2014, it was felt that this low percentage may be due to the lack of attendance at the drop in sessions provided at the start of the year which meant that employees may have not used the opportunity to discuss their own application and the range of qualifications open to them. This may again be the case, but we believe that further exploration is required of the reasons why staff in lower bands are under-represented in this respect.

In 2014, 79% of applicants were female and 21% were male. In 2015, 78% were female and 22% male. As with 2014, the gender distribution of applicants is therefore broadly in line with the gender compositions of the NES workforce (72% female and 28% male). In 2014, 79% of applicants worked full time, and 21% worked part time.

In 2015 of those successful in gaining funding, 80% worked full time and 20% worked part time. When compared to the organisation overall (60% full time and 40% part time), this shows that again full time workers are over-represented in both total and successful applications.

As in previous years this could be due to part time workers having commitments outside the workplace which may impact their capacity to take on further study. It is important to note that part time workers include those who are sessional and whose main employer is elsewhere. A comparison of 2014 and 2015 applications on equality factors is contained in the tables below.

Equality Data Comparison of 2014 and 2015 Applications

Gender	2014		2015	
	Total	Approved	Total	Approved
Female	22 (79%)	15 (83%)	14 (78%)	12 (80%)
Male	6 (21%)	3 (17%)	4 (22%)	3 (20%)
Total	28 (100%)	18 (100%)	18 (100%)	15 (100%)

Work pattern split for total and approved applications

Work pattern	2014/2015		2015/2016	
	Total	Approved	Total	Approved
Full time	22 (79%)	14 (78%)	14 (78%)	12 (80%)
Part time	6 (21%)	4 (22%)	4 (22%)	3 (20%)
Total	28 (100%)	18 (100%)	18 (100%)	15 (100%)

Band split for total and approved applications

Band Groups	2014/2015		2015/2016	
	Total	Approved	Total	Approved
2 to 5	9 (32%)	8 (44%)	6 (33%)	6 (40%)
6 and Over	19 (68%)	10 (56%)	12 (67%)	9 (60%)
Total	28 (100%)	18 (100%)	18 (100%)	15 (100%)

Taking to the above in to account, it is proposed that:

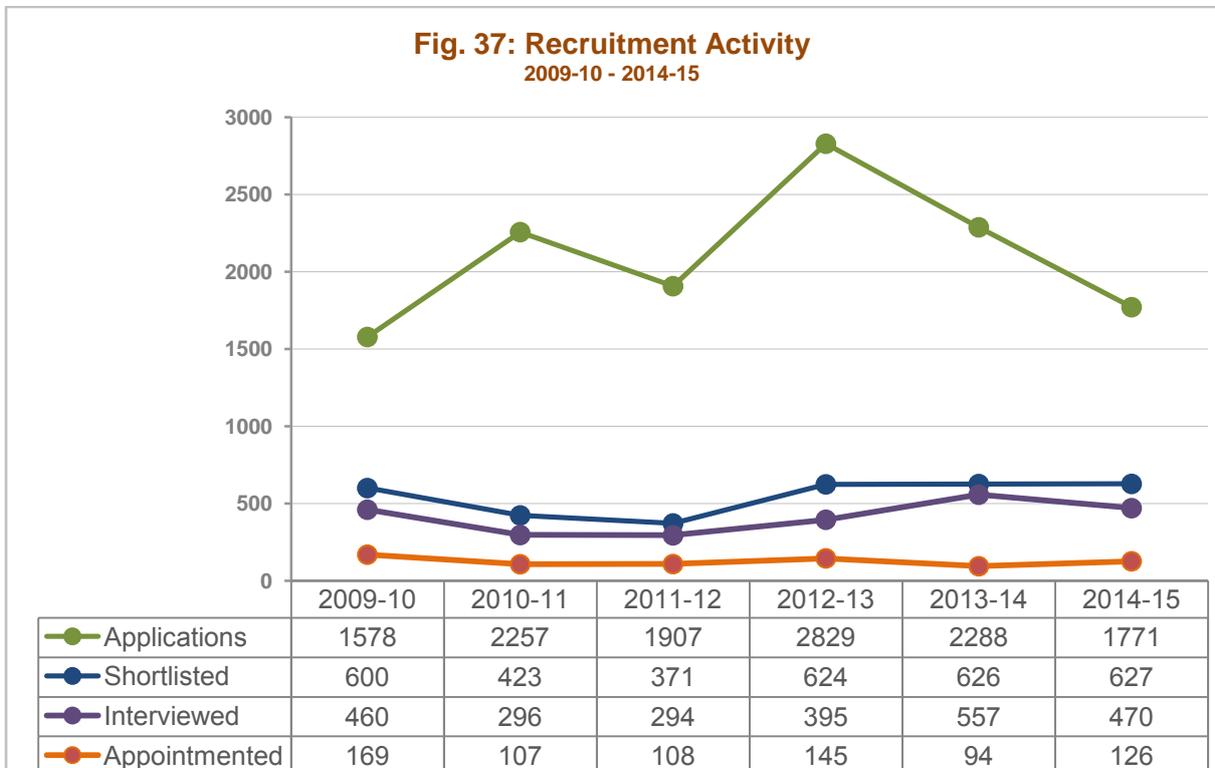
- Further consideration should be given to the reasons why lower banded staff (Bands 2-5) remain under-represented in the population of applicants. This is despite the provision of 100% support and amendment to the Learning & Development Policy to ensure that staff are aware that PhDs, typically the focus of more senior staff, will not normally be funded.
- The OD & Learning team should maintain their advisory role and look to identify additional opportunities for staff to find out about continuing education throughout the year and specifically prior to the CEP application window.
- OD & Learning to determine from the research undertaken in 2014/15 the best option for the accreditation of internal training courses so they have external currency.

8. RECRUITMENT

NES aims to be an active the highest standards of Staff Governance within the NHS. It acknowledges that a fundamental step in achieving this is to recruit the best people through the adoption of best practices in recruitment and selection procedures. NES places a high importance on its recruitment practices. The NES Recruitment and Selection procedures are underpinned by the values of fairness and equality of opportunity. They are is transparent, effective and based on best practice and aim to reflect the cultural diversity of Scotland.

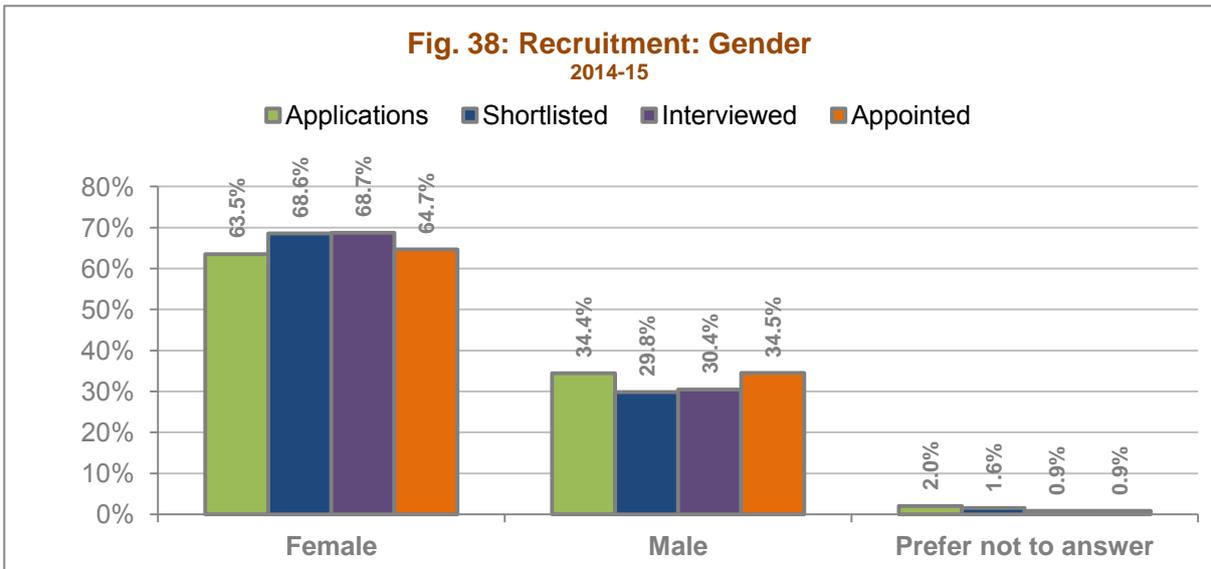
In the reporting period April 2014 to March 2015, 239 posts were advertised which is a decrease of 5% from the 252 posts that were advertised in 2013/14. A total of 1771 applications were received for these posts and 627 of these were subsequently shortlisted for interview, giving an average of 7 applications per vacancy. In 2013/14, 27.4% of the applications received were shortlisted as compared 35% in 2014/15. This figure only relates to core vacancies advertised by NES. Applications received for vocational training recruitment will be reported separately later in this calendar year.

The overall conversion rate from application to appointment for this reporting period is 7.43%. It should be noted that even though NES made 126 appointments in 2014/15, the recruitment process can fall between two periods, figures in this report only include recruitment activity that took place in the period of reporting. Additionally there is an impact from the carryover of the previous year's recruitment activity. In the course of 2014/15 NES has filled 93% of the posts advertised first time, and 7% on the second attempt.

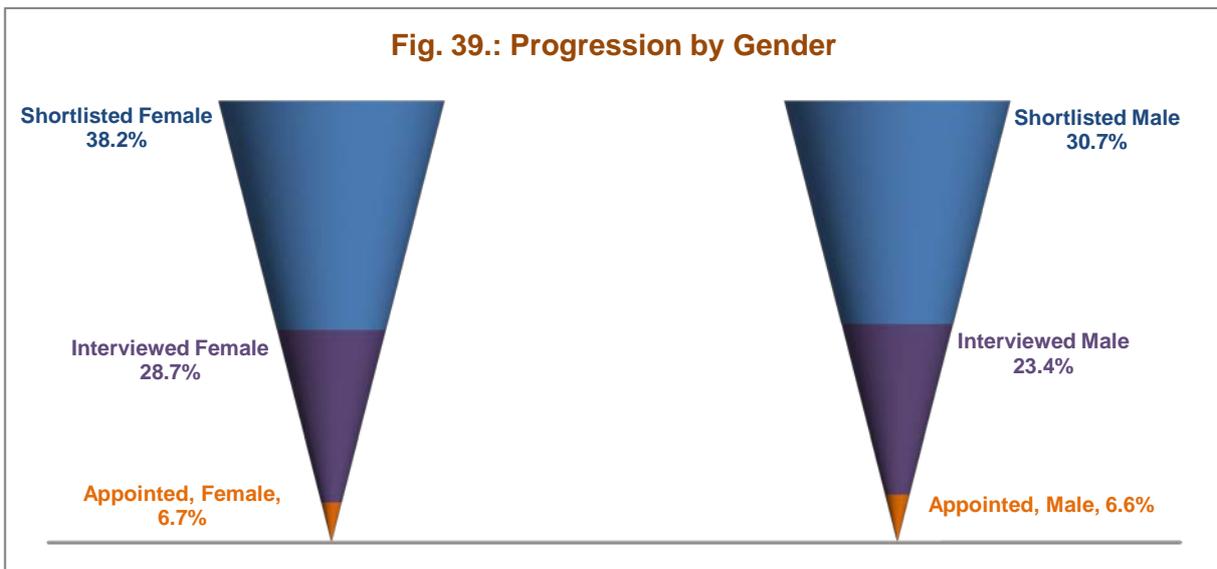


8.1. Recruitment: Gender

NES recruitment data for the year showed that in 2014/15, 63.5% of the applicants were female, higher than overall figure for UK public sector organisations¹⁶ (56.6%). This is also significantly above the reported census¹⁷ population of 51.5%. This is also reflected in the gender profile of NES as at 31st March 2015 as displayed in Figure 16. NES vacancies attract more females than males and there are some slight differences in their success through the stages of recruitment.



Of the 1125 applications received from women 38.2% progressed to shortlisting stage compared to 30.7% men. Figure 38 and 39 displays the progression of the candidates through the various stages of recruitment broken down by gender. At application and shortlisting stages members of the selection panel have no equality data on the candidates and only have the relevant information for short listing purposes.

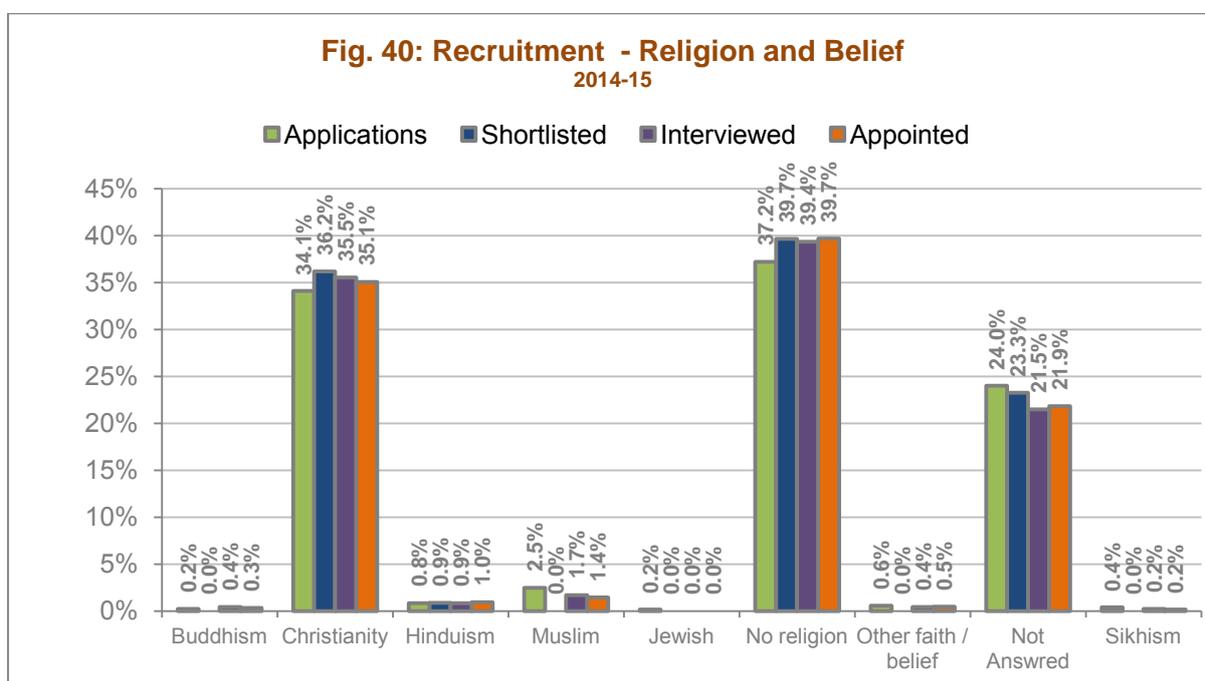


¹⁶ HR Benchmarker 2013 – Workforce Performance Indicators Report, DLA Piper

¹⁷ <http://www.scotlandscensus.gov.uk>

8.2. Recruitment: Religion and Belief

During 2014-15 the largest applicant group chose the 'No religion' (36.54%) category which is broadly reflective with the 2011 census data where 37% of the population also identified themselves in this category. NES would appear to be attracting a slightly more diverse pool of applicants compared to the census population. NES attracted applications from the faiths of Hinduism (0.80% compared to 0.31% in the census), Muslim (2.5% compared to 1.45% in the census), Jewish (0.20% compared to 0.11%). The largest applicant groups that obtained job offers after interview were No religion (39.7%) followed by Christianity (39.7%); while the lowest were Buddhism (0.3%), Jewish, Sikhism and Other faiths all at less than 1%. However, due to the low numbers in many of these groups it is not possible to draw any conclusions. NES will continue to use good practice when advertising posts to ensure that we do not exclude specific groups from the scope of recruitment campaigns.



For the purposes of reporting this options available have been combined, the table below displays the full list of options available to candidates as per the national census.

Fig. 41: Religion and Belief full set of responses

Religion	Applications	Shortlisted	Interviewed	Appointed
(Christianity) - Church of Scotland	14.2%	15.5%	16.8%	16.9%
(Christianity) - Roman Catholic	12.0%	10.3%	8.5%	8.8%
Christianity (other)	7.9%	10.3%	10.2%	9.4%
Buddhism	0.2%		0.4%	0.3%
Hinduism	0.8%	0.9%	0.9%	1.0%
Other faith / belief	0.6%		0.4%	0.5%
Sikhism	0.4%		0.2%	0.2%
Not answered	24.0%	23.3%	21.5%	21.9%
Muslim	2.5%		1.7%	1.4%
Jewish	0.2%			
No religion	37.2%	39.7%	39.4%	39.7%

8.3. Recruitment: Ethnicity

Drawing on information from the 2011 census, the ethnic profile of the Scottish population comprised 84% classifying themselves as White Scottish and 8% as White- Other British, with the remaining 8% belonging to other ethnic groups. Of the applications received by NES in 2014/15 a large percentage (86%) did not respond to the question about their ethnic origin on the application form. This is a relatively recent pattern and we are investigating why applicants are not disclosing this information. Of those who did respond, the largest percentage of applications and appointments were among people who classified themselves as “White Scottish”, which is broadly representative of the census population.

Equality and diversity training is available to all NES staff including managers who shortlist and interview candidates. The Workforce Directorate will continue to follow immigration legislation and provide guidance on the application form to get a higher response rate from candidates. In respect of applicants, NES will continue to ensure that entry into employment and progression within employment are determined solely by criteria which are related to the duties of a particular post and the relevant salary scale; and support career development and progression to ensure diverse representation and participation at all levels.

Fig. 42: Ethnicity full set of responses
(of those that disclosed this information)

Ethnicity	Applications	Shortlisted	Interviewed	Appointed
African – African, African Scottish or British	3.6%	0.0%	0.0%	0.0%
African - Other	0.4%	0.0%	0.0%	0.0%
Asian – Bangladeshi, Bangladeshi Scottish or British	0.4%	0.0%	0.0%	0.0%
Asian - Chinese, Chinese Scottish or British	0.8%	1.2%	2.1%	0.0%
Asian - Indian, Indian Scottish or British	1.6%	0.0%	0.0%	0.0%
Asian - Other	0.4%	0.0%	0.0%	0.0%
Asian – Pakistani, Pakistani Scottish or British	4.0%	2.5%	2.1%	0.0%
Mixed or Multiple Ethnic Group	1.2%	1.2%	2.1%	0.0%
White - Irish	1.2%	0.0%	0.0%	0.0%
White - Other	10.8%	2.5%	2.1%	0.0%
White - Other British	15.5%	23.5%	29.2%	57.1%
White - Scottish	60.2%	69.1%	62.5%	42.9%

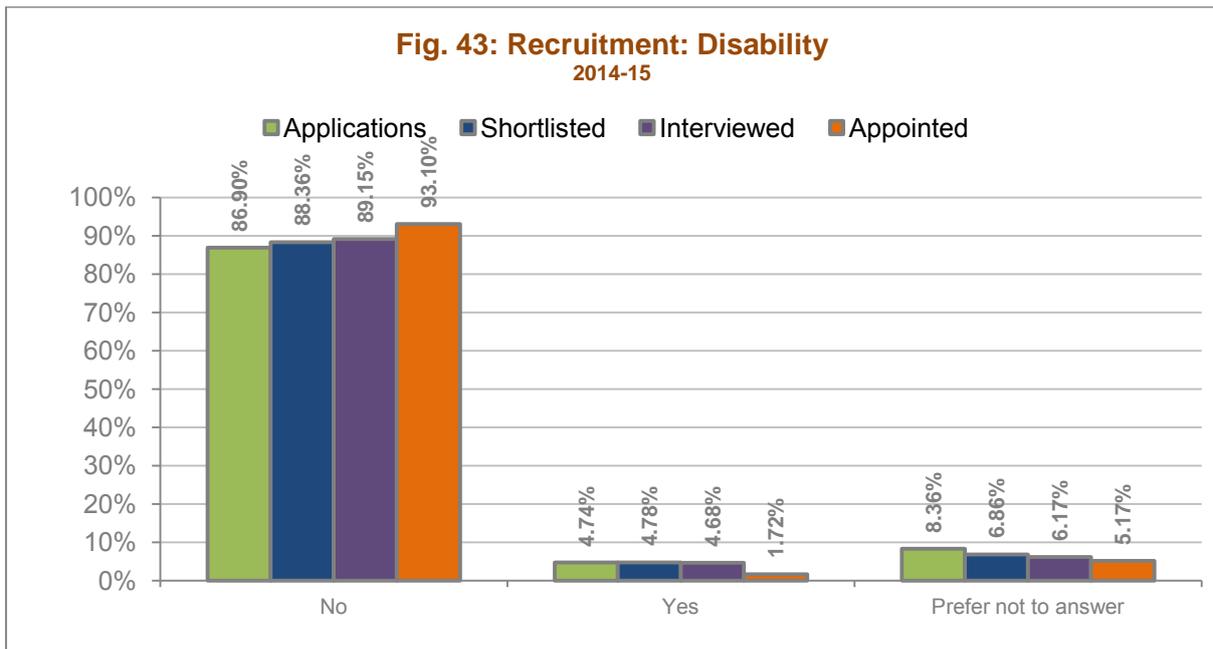
8.4. Recruitment: Disability

The proportion of applicants reporting a disability in 2014/15 was 4.74% which is slightly higher than the national average for public sector organisations (3.6%)¹⁸. The success rate for interviewed candidates who disclosed a disability was 9.1% compared to 25.8% for candidates without disabilities, however the outcomes are not consistent from year to year so they will be monitored over time to identify any emerging trends.

During this reporting period, NES maintained its award of the 'two ticks' positive about disability symbol awarded by the Job Centre Plus to employers. In order to retain the symbol, NES provide evidence annually to demonstrate how this ethos is embraced and how it continued to meet the criteria of the five commitments detailed below:

- To interview all disabled applicants who meet the minimum criteria for a job vacancy and to consider them on their abilities
- To discuss with disabled employees, at any time but at least once a year, what you can both do to make sure they can develop and use their abilities
- To make every effort when employees become disabled to make sure they stay in employment
- To take action to ensure that all employees develop the appropriate level of disability awareness needed to make these commitments work
- To review these commitments every year and assess what has been achieved, plan ways to improve on them and let employees and the Jobcentre Plus know about progress and future plans

In addition candidates with a disability are able to request a 'Job Interview Guarantee'. This means that they are guaranteed an interview providing they meet the minimum criteria as detailed in the person specification. Over 2014/15 NES has also advertised vacancies in publications such as Able magazine and Living with disability to promote applications from disabled staff.

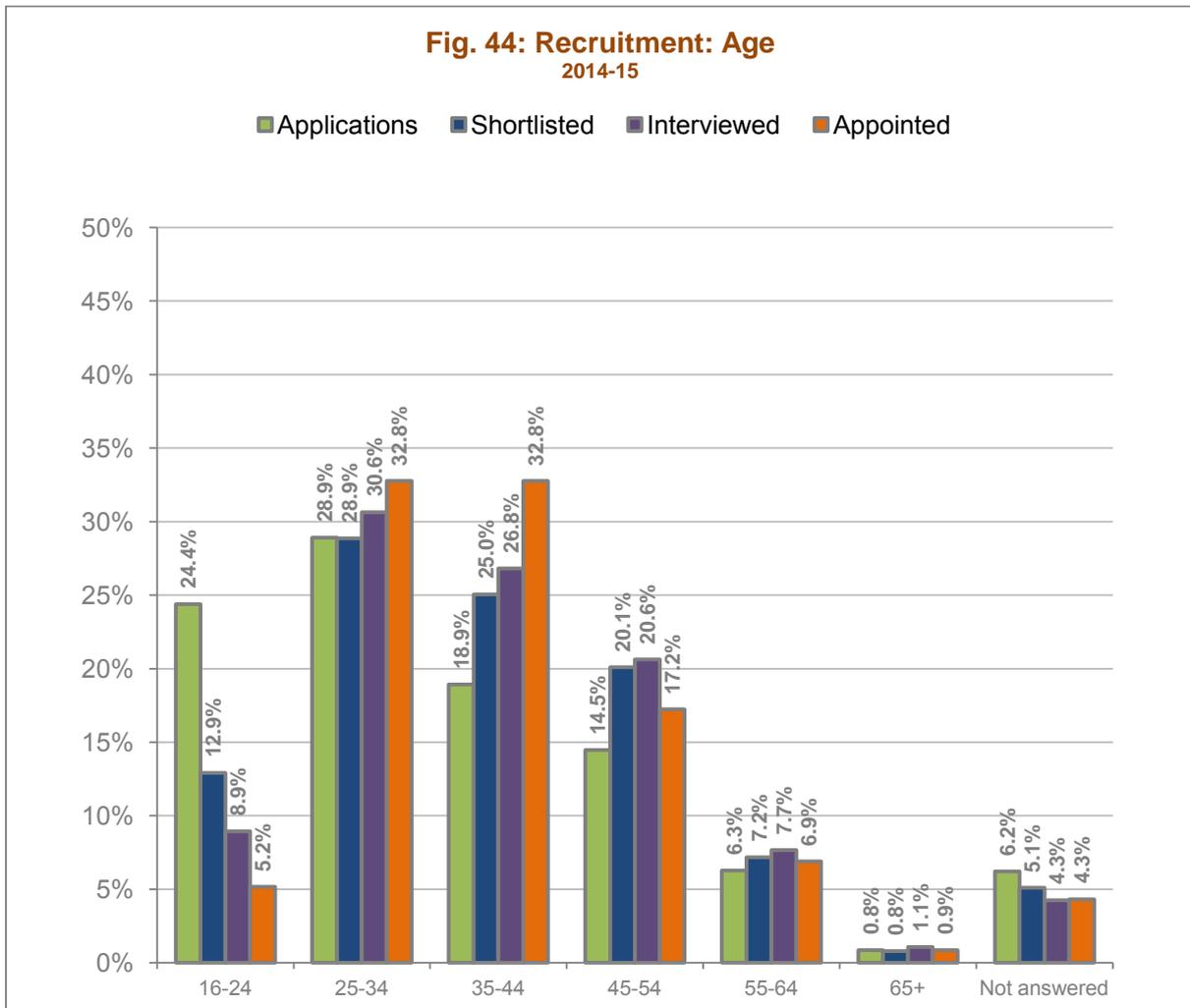


¹⁸ HR Benchmarker 2013 – Workforce Performance Indicators Report, DLA Piper

8.5. Recruitment: Age

The majority of applications in 2014/15 were received from the 25–34 age group (28.9%). This group has been proportionately more successful in previous years; however in 2014/15 the age group 35-44 have enjoyed higher success rates from application to appointment (11.3%), followed by the 45-54 age group (7.8%). The age group that faired least well from application to appointment stage was the 16-24 at 1.4%.

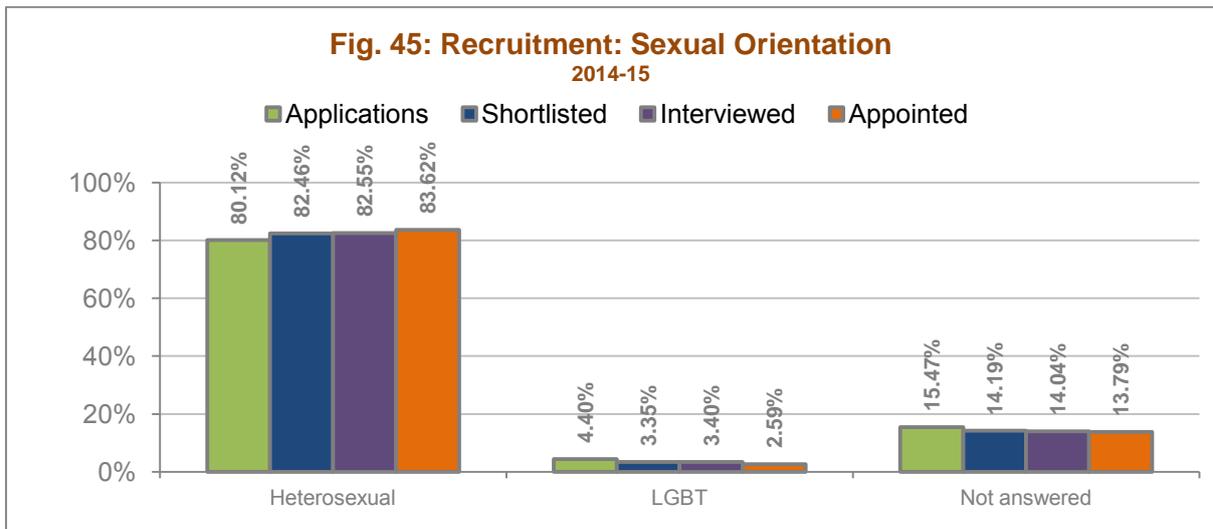
In 2014/15 25.5% applications were received from the 16-24 age group. NES is supporting a Scottish Government initiative to provide work placements for young people aged 16-24. Modern Apprenticeships are focussed on young people who face barriers to entering the training and workplace, providing them with essential employability skills as well as creating specialist skills in a given field. Since 2012 NES has created 4 Modern Apprenticeship posts in fields such as Business & Administration and Creative and Digital Media. Three apprentices have subsequently been appointed to permanent roles within the organisation. These programmes were tailored for those with relatively high academic attainment and an ability to make an easy transition into the workplace.



8.6. Recruitment – Sexual Orientation

Of the applicants who disclosed their sexual orientation in 2014/15, 4.4% were lesbian, gay, bisexual or transgender (LGB). This is below the Stonewall Scotland estimate that between 5-7% of the Scottish population are LGB¹⁹.

The low number of LGB applicants makes it difficult to draw definitive conclusions about success in recruitment. In 2014/15, 18.8% of the LGB applicants who were interviewed were appointed to the post. This is lower than the 25% heterosexuals and 24.2% of the candidates who did not disclose this information were appointed to the role, but represents an increase in success rate from 6.7% in 2013/14.



For the purposes of reporting this options available have been combined, the table below displays the full list of options available to candidates

Fig. 46: Sexual Orientation full set of responses

Sexual Orientation	Applications	Shortlisted	Interviewed	Appointed
Bisexual	1.0%	0.6%	0.9%	0.9%
Gay Man	2.0%	2.1%	1.9%	1.7%
Heterosexual	80.1%	82.5%	82.6%	83.6%
Lesbian / Gay Woman	1.1%	0.6%	0.6%	0.0%
Not answered	15.5%	14.2%	14.0%	13.8%
Other	0.2%	0.0%	0.0%	0.0%

¹⁹ Stonewall Workplace equality index report, 2013

All policies that affect staff are subjected to Equality Impact Assessment. Equality impact involves differential effects of processes, differential outcomes or differential participation/power by groups that are defined by the protected characteristics of age, disability, gender, gender reassignment, pregnancy/maternity, race/ethnicity/national origin, religion or belief or sexual orientation. We use our workforce data to inform policy development, monitor the impact of policies and to assess our delivery of the Staff Governance Standard. Further details about use of our staff equality data are available in the equality and diversity reports which are published on our [website](#).