

## NHS Education for Scotland

### AGENDA FOR THE ONE HUNDRED AND SEVENTY EIGHTH (178th) NES PUBLIC BOARD MEETING

NES/24/17

**Date:** Thursday 28 March 2024

**Time:** 10:15 – 11:35

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

Time		Report Title:	Author:	For:
10:15	1.	Chair's Welcome		
10:18	2.	Apologies for absence		
10:19	3.	Declarations of interest		
10:20	4.	Draft Minutes of the One Hundred and Seventy Seventh Board Meeting 8 February 2024 (NES/24/18)		Approval
10:21	5.	Matters arising from the Minutes and notification of Any Other Business		
10:22	6.	Actions from previous Board Meetings (NES/24/19)		Approval
	7.	<b>Chair and Chief Executive Reports</b>		
10:25	7.1	<b>Chair's Report</b> (NES/24/20)	D. Garbutt	Assurance
10:30	7.2	<b>Chief Executive's Report</b> (NES/24/21)	K. Reid	Assurance
	8.	<b>Governance Reports</b>		
10:55	8.1	<b>Draft Corporate Governance Blueprint Improvement Plan</b> (NES/24/22)	D. Thomas	Approval
11:10	8.2	<b>Draft Board Schedule of Business 2024-25</b> (NES/24/23)	D. Thomas	Approval
11:20	8.3	<b>Re-appointment of Employee Director</b> Verbal item	D. Garbutt	Homologation
	8.4	<b>Significant Issues to Report from Recent Standing Committees</b>		
11:22	8.4.1	Technology and Information Committee – 13 February 2024 Verbal Update	D. Garbutt	Assurance

Time	Report Title:	Author:	For:
11:25	8.4.2 Staff Governance Committee Chair – 22 February 2024 Verbal Update	N. Henderson	Assurance
11:28	8.4.3 Education and Quality Committee – 7 March 2024 Verbal update	A. Gunner Logan	Assurance
	<b>8.5 NES Standing Committee Minutes:</b>		
11:31	8.5.1 Technology and Information Committee, 30 October 2023 (NES/24/24)		Homologation
11:31	8.5.2 Staff Governance Committee, 2 November 2023 (NES/24/25)		Homologation
11:32	8.5.3 Education and Quality Committee, 7 December 2023 (NES/24/26)		Homologation
11:33	<b>9. Any Other Business</b>		
11:35	<b>10. Date and Time of Next Meetings:</b>		
	<ul style="list-style-type: none"> <li>• <b>Private Board</b> (Follows on from Public Board after a short break: Hybrid meeting) 28 March 2024</li> <li>• <b>Public Board</b> (Hybrid meeting) 23 May 2024</li> </ul>		

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## NHS Education for Scotland

### DRAFT MINUTES OF THE ONE HUNDRED AND SEVENTY-EIGHTH BOARD MEETING HELD ON 08 FEBRUARY 2024, 10:15 – 12:45

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

- Present:**
- David Garbutt (DG), (Chair)
  - Ally Boyle (AB), Non-Executive Director
  - Jim Boyle (JB), Executive Director of Finance
  - Olga Clayton (OC), Non-Executive Director
  - Shona Cowan (SC), Non-Executive Director
  - Anne Currie (AC), Non-Executive Director
  - Jean Ford (JF), Non-Executive Director
  - Lynnette Grieve (LG), Non-Executive Director / Employee Director
  - Annie Gunner Logan (AGL), Non-Executive Director / Vice Chair
  - Nigel Henderson (NH), Non-Executive Director
  - Gillian Mawdsley (GM), Non-Executive Director / Whistleblowing Champion
  - Karen Reid (KR), Chief Executive & Accountable Officer
  - Emma Watson (EW), Executive Medical Director
  - Karen Wilson (KW), Executive Director of Nursing / Deputy Chief Executive (Clinical)
- In attendance**
- Tracey Ashworth-Davies (TAD), Director of Workforce / Deputy Chief Executive
  - Christina Bichan (CBi), Director of Planning and Performance
  - Colin Brown (CBr), Head of Strategic Development
  - Sarah Coulter (SC), Lead Pharmacist NHS Greater Glasgow and Clyde (observing)
  - Lindsay Donaldson (LD), Deputy Medical Director
  - Christopher Duffy (CD), Senior (Admin) Officer, (Minute Taker)
  - Nancy El-Faragy (NEF), Specialist Research Lead (For item 10b)
  - David Felix (DF), Postgraduate Dental Dean/Director of Dentistry
  - Nick Hay (NH), Public Affairs Manager (observing)
  - Laura Howard (LH), Deputy Finance Director
  - Debbie Lewsley (DL), Risk Manager, Planning and Corporate Governance (For item 10b)
  - Thomas Lamont (TL), Associate Postgraduate Dean for Dental Workforce Development (observing)
  - Claire Neary (CN), Manager, Communications (observing)
  - Gordon Paterson (GP), Director of Social Care
  - Ryan Reed, Head of Programme, NHS Scotland Academy (For item 8a)
  - Alison Shiell (ASh), Manager, Planning and Corporate Resources (For item 9d)
  - Andrew Sturrock (AS), Director of Pharmacy
  - Della Thomas (DT), Board Secretary / Principal Lead Corporate Governance
  - Simon Williams (SW), Principal Educator, Planning and Corporate Resources (For item 9c)
  - Jill Winchester (JW), Lead Pharmacist NHS Highland (observing)

## **1. Chair's Introductory Remarks**

- 1.1. The Chair welcomed everyone to the meeting. He particularly welcomed Thomas Lamont, who was observing as part of his induction to his role in NES and Sarah Coulter and Jill Winchester, observing as part of their Scottish Clinical Leadership Programme development. The Chair noted that Ryan Reed would attend for item 8a, Debbie Lewsley for item 9b, Simon Williams for item 9c and Alison Shiell for item 9d.
- 1.2. The Chair noted that Della Thomas will be reducing her governance input to Board and Committees over the next few months to support other pressing corporate priorities.
- 1.3. The Chair noted that this is Anne Currie's last public board meeting before she retires on 29 February 2024. Anne Currie was thanked for her service to the Board since her appointment on 1 September 2018. During her tenure, Anne has served as a member of the Audit and Risk Committee (ARC), as Chair of the Staff Governance Committee (SGC), as a member of Remuneration Committee and as the non-executive equality and diversity champion. Anne Currie has provided many excellent contributions to the numerous governance meetings she has attended over the years and will be greatly missed. Anne Currie's last official commitment is at the SGC on 22 February 2024.

## **2. Apologies for absence**

- 2.1. There were no apologies for absence received from Board members.
- 2.2. Apologies for absence was received from the following regular Board meeting attendee, Christopher Wroath.

## **3. Declarations of interest**

- 3.1. Gillian Mawdsley declared a connection in relation to the mention of the strategic partnership with The Open University in the Chief Executive's Report and advised that she works with The Open University.
- 3.2. Jean Ford declared a connection in relation to NHS Ayrshire and Arran in section 7b of the CEO Report and advised that she is a Non-Executive Director of this NHS Board.
- 3.3. There were no further declarations of interest in relation to any of the items of business on the agenda for this Board meeting.

## **4. Draft Minutes of the One Hundred and Seventy-Seventh Board Meeting 23 November 2023** (NES/24/02)

- 4.1. The Board reviewed the draft minutes and approved the 28 September 2023 Board minutes further to two typographical errors being corrected at paragraphs 11.7 and 11.9.

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

- 5.1. There were no matters arising in relation to the minutes of the last Board meeting. There were not notifications of any other business.

## **6. Actions from previous Board Meetings** (NES/24/03)

- 6.1. The Board received the rolling Board action list for review and agreement. The Board noted that the 8 actions on the report were complete.
- 6.2. The Action list was agreed.

## **7. Chair & Chief Executive Updates**

### **a. Chair's Report** (NES/24/04)

- 7.1. The Chair presented a paper outlining his recent meetings and activity since the 23 November 2023 Board meeting, in his roles as Chair of the NES Board and a member of the NHS Scotland (NHSS) Board Chairs Group (BCG).
- 7.2. The Chair invited questions from the Board. There were no questions on this occasion.
- 7.3. The Board noted the report and the Chair moved onto the next item on the agenda.

### **b. Chief Executive's Report** (NES/24/05)

- 7.4. The Chair invited Karen Reid to introduce this report.
- 7.5. Karen Reid highlighted the following items within the report for the Board's information:
- Karen Reid thanked Kirsteen McColl (Manager, Planning and Corporate Governance) and Alison Shiell for their work on the drafting of the report embracing a new format. The report is now structured in line with the NES Strategy using the Strategy headings of People, Performance and Partnerships. Board members commended the new format and the quality of the report.
  - Karen Reid added her own personal thanks to Anne Currie for all her contributions to the Board and her exceptionally people focused approach.
  - Kevin Kelman and Andrew Sturrock were congratulated for their appointments as Visiting Professors at the University of Strathclyde. The Board congratulated both for this significant achievement.
  - The Minister for Social Care, Mental Wellbeing and Sport and other Officials met with representatives from the NES Executive Team and Board Chair who presented details on the work NES is currently undertaking in the areas of social care and mental health and wellbeing. This was an excellent meeting with engaging and supportive discussion. One example of an action which came from the meeting was for NES to link up with the Scottish Prison Service to discuss how care in prisons can be better supported.
  - It was noted that The Scottish Parliament has passed a motion to extend Stage 1 of the National Care Service (Scotland) Bill to 1 March 2024.

- A brief update on the COVID-19 Public Inquiry was provided in this report. It was noted that a detailed update will be provided to Board members at the private board meeting on 28 February 2024.
- The Executive Team continue to connect with NES staff to communicate key strategic messages. This is done through directorate townhalls, all-staff webinars and via Chief Executive 'stand ups'. These events have received excellent feedback from staff.

7.6. Karen Reid invited executive colleagues to highlight any other aspects for the Board's information:

- Karen Wilson drew attention to the learning and education quality system work within NES, noting that this is a large programme of work which is making good progress. She advised that NES remains committed to maintaining the momentum to achieve credit rating status. Given the current financial situation timelines set out for this work may need to be reviewed. The Board will receive an update once the situation becomes clearer.
- Emma Watson informed the Board that The National Centre for Remote and Rural Health and Social Care hosted a 3-day International Rural Health Symposium in partnership with colleagues from the Royal College of General Practitioners in Norway, and Norwegian Centre for Rural Medicine. This was well received by both Scottish and Norwegian participants. She remarked that it spotlighted potential collaborations and is a great example of innovative work NES is delivering in this area.

7.7. The Chair thanked Karen Reid for her introductory remarks and executive colleagues for their additional comments and opened the report for questions. During discussion, the following points were raised:

- The Board asked how NES are supporting Dr Gray's Hospital, Elgin as part of Enhanced Monitoring. Karen Reid replied advising that NES are working closely with colleagues in NHS Grampian and NHS Highland in a support capacity and any work completed is led by the Grampian and Highland teams.
- The Board referenced the Central Legal Office Training and asked if the complaints team will be linked in with this work. Christina Bichan confirmed she is working with Karen Reid and Colin Brown to bring together good corporate oversight for complaints.
- The Board highlighted the Aspiring Chief Executive Programme and asked about the transparency of the selection process. Karen Reid confirmed that NES are a delivery partner for the Scottish Government (SG) and as such the selection process is managed by SG. She remarked that first and foremost the selection is based on knowledge, skills and experience from nominations from across the whole of NHS Scotland.
- The Board commended the Cultural Humility resource and suggested it could become a key part of all equality and diversity training.
- The Board referenced the wellbeing framework and resources and asked if there is an intention to develop this further and make the framework available to the wider NHS through Turas. Karen Reid advised that she is a member of the improving Workforce Wellbeing and Workforce Culture Strategy Board which is looking at developing a workforce wellbeing framework for the whole of NHS Scotland and confirmed that NES will provide input into this. Gordon Paterson

advised that he is the new NES Executive Wellbeing Champion and is committed to promoting this work and advised that early discussions are underway to setup a short life working group. It was suggested that this work could come to a future Board Development session. Della Thomas will add to the rolling Board Development topic list.

**Action – DT**

- The Employee Director asked to become a member of the short-life working group.

**Action – GP**

7.8. The Chair thanked Karen Reid and the Executive Team for the report and the assurance it provided. The Board then moved onto the next agenda item.

## **8. Strategic Items**

### **a. Draft NES Learning and Education Strategy**

(NES/24/06)

8.1. The Chair welcomed Ryan Reed to the meeting and invited Kevin Kelman to introduce this item. Kevin Kelman highlighted that the Strategy has progressed through internal consultation, a NES Board Development session, the Education and Quality Committee (EQC), external stakeholder consultation and again through EQC via correspondence for approval before coming to the Board today for approval.

8.2. The Chair thanked Kevin Kelman for the introduction.

8.3. The Chair invited the EQC Chair, Annie Gunner Logan, to make any further remarks. Annie Gunner Logan welcomed the completion of the strategy and advised that it will be the role of the EQC to receive reports on the progress made with its implementation.

8.4. The Chair opened the meeting to questions.

8.5. The Board noted that the Strategy lists some key partners, and asked if this could potentially preclude other key partners of importance to NES and the delivery of the Strategy, for example Employers and Trade Unions. Karen Reid advised that key Stakeholders will be likely to grow and to change. It was agreed that Kevin Kelman and Ryan Reed will consider this point before final publication to ensure inclusivity.

**Action: KK/RR**

8.6. The Board asked for consistent terminology in reference to sustainability and climate change within the Strategy. Kevin Kelman and Ryan Reed agreed to review and amend as appropriate before final publication.

**Action: KK/RR**

8.7. The Board recommended that Stakeholders who have contributed are thanked. Karen Reid and Kevin Kelman will agree the best way to thank those who have contributed.

**Action: KK/RR**

8.8. The Board asked if the document could be distilled into a short summary document and used for such things as NES corporate induction.

**Action: KK/RR**

8.9. The Board approved the Strategy. The Chair thanked Kevin Kelman, Ryan Reed and all those who have contributed to an excellent piece of work.

## 9. Performance Items

### a. Quarter 3 Finance Report

(NES/24/07)

- 9.1. The Chair invited Jim Boyle to introduce this report which informed the Board of the financial position at the end of Quarter 2 (Q3). The Chair noted that Laura Howard was also in attendance to support this item.
- 9.2. Jim Boyle advised the report contains the year-end forecast of the financial position, based on actual performance to the end of Q3 as well as anticipated activity for the remainder of the financial year. The forecast is affected by the financial position across NHS Scotland and the instruction by SG for Boards to control spending where possible. It also highlights the ongoing work with SG finance and policy teams on funding which continues to create financial planning uncertainty for NES.
- 9.3. The Chair thanked Jim Boyle for the introductory remarks.
- 9.4. The Chair invited Karen Reid to make any further remarks. Karen Reid informed the Board that NES are still waiting on confirmation of £46 million of funding still outstanding for the 2023/24 business year. She advised that this will be raised formally at the strategic sponsorship meeting tomorrow.
- 9.5. The Board noted its concern and disappointment in relation to this very difficult position and the situation in which it placed Karen Reid, as accountable officer. The Board confirmed that they were fully supportive of the steps being taken by the Executive Team to resolve this situation and to seek resolution through the SG sponsor division.
- 9.6. The Chair then opened the report to the meeting for questions and comment.
- 9.7. The Board asked for further detail on the £20 million funding gap that NES has to find every year.
- 9.8. Jim Boyle advised that this was indeed an historic shortfall of funding related to the expansion of junior doctors posts some years ago. The financial implications were never fully met through a budget increase with the effect that, annually, NES has to implement a process which manages funding for territorial Boards, when junior doctors move to less than full time employment, in order to meet the shortfall. This matter has been raised previously with Finance colleagues and Jim Boyle went on to report that he had recently briefed the Directors of Finance about the situation.
- 9.9. The Board noted that this £20 million deficit was on top of other budget pressures and that it was historic in nature and not easy to resolve.
- 9.10. The Board noted that the report, under key risks and issues stated that progress on further phases of the Turas project, beyond phase 1, were dependent on funding and therefore there was a risk of this work being paused. The Board asked if the risk could be re-framed as there was a bigger more business-critical risk, for the wider health and social care system, if the next phase of the Turas work doesn't go ahead. Karen Reid remarked that there was enormous opportunity for Turas to be utilised as the single learning platform for NHS Scotland as a Once for Scotland investment and advised that she would continue to raise this significant potential with the SG sponsor division. Karen Reid agreed to re-visit the framing of this risk and make any amendments as appropriate. **ACTION: KR/JB**
- 9.11. The Employee Director reported that there was concern amongst staff around their financial and job security. Karen Reid understood the concerns but indicated that



NES was working with SG colleagues to wherever possible protect staff positions. She confirmed that an all-staff webinar is scheduled for 29 February 2024 where as much information as possible will be shared with staff. She advised that NES staff will not receive any offers of redundancy, as is the SG and NHS position.

9.12. The Board approved the report.

9.13. The Chair thanked Jim Boyle, Laura Howard and colleagues for the report.

**b. Q3 Strategic Risk Update and NES Scoring Definitions and Matrix Proposal (NES/24/08)**

9.14. The Chair welcomed Debbie Lewsley to the meeting and asked her to introduce this report. Debbie Lewsley advised that this report provided the Board with the Quarter 3 (Q3) strategic risk report for 2023-24 for review and approval. Debbie Lewsley advised that the report had been considered by the Audit and Risk Committee (ARC) at the meeting held on 18 January 2024 and changes made accordingly. She asked the Board to note that in addition to reviewing and approving the Q3 strategic risk report, Board members are asked to consider and approve changes to the risk management arrangements. Debbie Lewsley outlined these as the revised four-level risk scoring matrix, the proposed definitions for risk impact and likelihood to guide scoring, and the proposed additional risk categories.

9.15. The Chair thanked Debbie Lewsley for the introduction and opened the meeting to questions and comment.

9.16. Jean Ford raised some queries in relation to the inclusion of Cloud Recovery and control ratings and agreed to discuss these with Jim Boyle outwith the Board meeting. **Action: JF/JB**

9.17. In relation to Strategic Risk number 7, Cyber Security, the Board asked if the Business Continuity Plan focus should be reflected in mitigations. Karen Reid advised that there is an Internal Audit Plan for 2024-25 that will cover the implementation of the necessary controls around Cyber Security and that NES will look at the response through the internal audit process.

9.18. The Board discussed Strategic Risk number 8 and remarked that NES appears to have done quite a bit of work in terms of mitigating this risk in relation to employee training. The Board asked if the risk could be reframed to reflect the mitigating actions. Karen Reid and Jim Boyle agreed to review the scoring for this risk. **Action: KR/JB**

9.19. The Board then approved the Risk Report and Jim Boyle, Debbie Lewsley and colleagues were thanked for the report.

**The Board took a 10-minute comfort break 11:40 – 11:50**

**c. Quarter 3 Strategic Key Performance Indicator (SKPI) Report (NES/24/09)**

9.20. The Chair invited Christina Bichan to present this report. Christina Bichan reported that this is the Q3 performance report to the Board for 2023-24. She advised that the report included the data available in phase 3 of the implementation of the Board's new balanced scorecard approach. She asked the Board to review and approve the report.

- 9.21. The Chair thanked Christina Bichan for the introduction and opened the meeting to questions and comment.
- 9.22. The EQC Chair reported that at the last EQC there was a discussion on the challenges around data availability and whether this data provides the necessary assurance. Further questions had been raised in terms of those data sources which might need to be reviewed and refined. Karen Reid advised that there are plans in place to review the SKPIs after a 12-month cycle. It was agreed that Committee Chairs should provide Christina Bichan with information on any SKPI/data challenges to assist with this review.

**Action: Committee Chairs/CBi**

- 9.23. The Board approved the report. The Chair thanked Christina Bichan and her team for the report. Tracey Ashworth-Davies left the meeting.

**d. Quarter 3 Delivery Report**

(NES/24/10)

- 9.24. The Chair welcomed Alison Shiell to the meeting to present the report. Alison Shiell advised that this report provides a Q3 update on NES's delivery performance against the deliverables and milestones set out in the 2023-24 NES Annual Delivery Plan (ADP).
- 9.25. Alison Shiell went on to state that the Board will note that there has been an increase in the number of red deliverables since Quarter 2 now that we are in the latter part of the performance year. Alison Shiell advised that the cover paper provides an increased level of detail in relation to the impact of the delays and the mitigating actions in place that will aim to bring the deliverables back on track by Quarter 4. She asked the Board to note that none of the current red deliverables are linked to any of the risks on the Corporate Risk Register. Alison Shiell advised that this report also includes a section which highlights key achievements during the performance quarter in line with the changes made to the Chief Executive's Report, which are themed in line with the People, Partnership, Performance Strategic themes.
- 9.26. The Chair thanked Alison Shiell for the introduction and opened the meeting to questions and comment.
- 9.27. The Board asked for clarification in relation to Optometry on page 5 and the statement relating to the impact NES' role needing to be fully scoped. David Felix explained that the current 4-year Optometry programme is moving to a 5-year programme with the final year being a foundation programme. He advised that SG have asked NES to explore the possibility of being the employer of those trainees. The Central Legal Office have confirmed NES could do this, but the scope would have additional costs. David Felix reported that NES are therefore further exploring the scope of the commission and its associated costs.
- 9.28. The Board discussed the reduction of attendance at external training events. The Board asked if a factor for non-attendance was the quality of the programme or if it is due to NHS pressures with staff not being released from clinical practice to attend. It was agreed that further clarification is required to better reflect how these figures are reported. Alison Shiell and Christina Bichan will review and consider if this is a Risk that may require to be reflected in the Risk Register.

**Action: CBi/AS**

- 9.29. The Board approved the report. The Chair thanked Alison Shiell, Christina Bichan and her team for the report. Tracey Ashworth-Davies rejoined the meeting.

## 10. Annual Item

### a. Counter Fraud Strategy (NES/24/11)

- 10.1. The Chair invited Laura Howard to introduce this item. Laura Howard explained that this report provides an update to the Board on the new Counter Fraud Strategy and a review of the current policy. The Strategy and the update on the policy review was presented to the ARC as part of the quarterly fraud update on 18 January 2024.
- 10.2. The Chair thanked Laura Howard for the introduction, there were no questions or comments on the report.
- 10.3. The Board approved the new Counter Fraud Strategy and thanked Laura Howard for the paper.

## 11. Governance Items

### a. Corporate Governance Package - Board Standing Orders, Board Code of Conduct, Board Scheme of Delegation, Board Standing Financial Instructions & Committee Terms of Reference (NES/24/12)

- 11.1. The Chair invited Della Thomas to introduce this item. Della Thomas reported that all the elements of the Board Corporate Governance Package had been reviewed by the ARC at their 18 January 2024 meeting. The details of all the changes to the various documents in the package are detailed in the cover paper. Della Thomas drew the Boards attention to the changes to the Board Scheme of Delegation that had been asked for by the ARC in relation to the delegations that had previously been listed as Not Applicable. She advised that Deputies have now been added in relation to the CEO/Accountable Officer delegations. However, the signing of the Annual Accounts remains as a role for the CEO/Accountable Officer only. Laura Howard advised that a minor amendment had been requested to the to the Medical titles in the scheme of delegation and that these would be made prior to the whole pack being published on the NES website. **Action: LH/DT**
- 11.2. The Chair thanked Della Thomas and Laura Howard for the introduction, there were no questions or comments on the report.
- 11.3. The Board approved the revisions to the Corporate Governance Package. The Chair thanked Della Thomas for the exceptional amount of work which had been required to develop this comprehensive Corporate Governance Package. .

### b. NES Policy for controlled documents (NES/24/13)

- 11.4. The Chair welcomed Nancy El-Faragy to the meeting and invited her to introduce the report. Nancy El-Faragy highlighted that this work has been taken forward as a consequence of a recent audit by the Information Commissioner's Office (ICO) to prepare an overarching policy for controlled documents for NES.
- 11.5. Nancy El-Faragy reported that the NES Policy for controlled documents provides a governing approach to the development, approval and management of NES Strategies, Policies and Standard Operating Procedures (SOPs). This will enable the development of standardised controlled documents that will be subject to corporate level controls and administration. She remarked that the document has been reviewed and approved by the 18 January 2024 ARC.

- 11.6. The Chair thanked Nancy El-Faragy for the introductory remarks.
- 11.7. The ARC Chair commended this excellent piece of work to the Board and highlighted that the next steps will be to monitor its implementation.
- 11.8. The Employee Director remarked that this was a thorough and well thought through piece of work. She advised that it will be important to consider how the Partnership Forum is involved in the development of Policy, as appropriate. Karen Reid advised that the NES Joint Consultative Forum have the remit for involvement in early consultation in relation to draft policies.
- 11.9. The Board approved the NES Policy for controlled documents and thanked Nancy for her work

**c. Significant issues to report from Standing Committees**

**i. Education and Quality Committee held on 7 December 2023**

- 11.10. Annie Gunner Logan, the Chair of the EQC provided a brief verbal update from the Education and Quality Committee held on 7 December 2023. She advised that the issue raised at EQC in relation to SKPIs had already been covered under item 9c of this Board meeting. She asked the Board to note that the EQC received a comprehensive report on the Scottish Intelligence in Health and Care Network and was pleased to advise that an invite was extended to Gordon Paterson to ensure social care is more fully represented.

**ii. Audit and Risk Committee held on 18 January 2023**

- 11.11. Jean Ford, the Chair of the ARC, provided a brief verbal update on the Audit and Risk Committee meeting held on 18 January 2023. She advised that the papers under items 9a, 10a, 11a and 11b of this agenda had, as discussed, been through ARC.
- 11.12. Jean Ford reported that 2 audit reports were received by the ARC covering Core Financial Controls and Complaints Handling. She advised that these reports were both rated Amber-Green which is '*significant assurance with minor improvement opportunities*'. She remarked that the progress in managing audit actions overall was noted as excellent.

**12. Items for Noting or Homologation**

**a. Staff Governance Committee Chair and Remuneration Committee member**

- 12.1. The Board homologated the appointment of Nigel Henderson to Staff Governance Committee Chair and Remuneration Committee member.

**b. Non-Executive Director Equality, Diversity and Human Rights Champion**

- 12.2. The Board homologated the appointment of Ally Boyle as Non-Executive Director, Equality, Diversity and Human Rights Champion.

**c. NES Standing Committee Minutes**

**i. Education and Quality Committee, 14 September 2023** (NES/24/14)

12.3. The Education and Quality Committee minutes were homologated.

**ii. Audit and Risk Committee, 5 October 2023** (NES/24/15)

12.4. The Audit and Risk Committee minutes were homologated.

**13. Any Other Business**

13.1. There was no other business to discuss.

**14. Date and Time of Next Meetings**

- Private Board: 28 February 2024 at 11.30am via TEAMS
- Public Board: 28 March 2024 at 10:15am Hybrid Meeting
- Private Board: 28 March 2024 follows on from Public Board, Hybrid Meeting

13.1 The Chair thanked everyone for their attendance and closed the meeting at 12:45.

NES  
February 2024  
CD/DT  
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**Actions arising from Board meetings: Rolling list**

Minute	Title	Action	Responsibility	Date required	Status and date of completion
<b>Actions agreed at Board meeting on 8 February 2024</b>					
7.7	CEO Report	DT to add wellbeing framework and resources to rolling board development topic list.	DT	28 Mar 2024	<b>Complete</b> Topic has been added to the list.
7.7	CEO Report	LG to be added to short-life working group on taking forward wellbeing work.	GP	28 Mar 2024	<b>Complete</b> Lynnette Grieve has been added to the short life working group.
8.5	Learning and Education Strategy	RR and KK will consider point on not precluding stakeholders and key partners listed in the strategy before final publication.	RR/KK	28 Mar 2024	<b>Complete</b> This has been reviewed and the strategy has now been published. <a href="#">Learning and Education Strategy.</a>
8.6	Learning and Education Strategy	Consistent terminology to be used in reference to sustainability and climate change within the strategy.	RR/KK	28 Mar 2024	<b>Complete</b> The terminology been reviewed, and the strategy has now been published. <a href="#">Learning and Education Strategy.</a>
8.7	Learning and Education Strategy	A process to be agreed to thank stakeholders who have contributed to the development of the strategy.	RR/KK	23 May 2024	<b>In Progress</b> This action is in progress and not yet due.
8.8	Learning and Education Strategy	The strategy is to be distilled into a short summary document that could used for such things as NES corporate induction.	RR/KK	23 May 2024	<b>In Progress</b> This action is in progress and not yet due.
9.10	Q3 Finance Report	KR/JB to re-visit the framing of the Turas project beyond phase one risk.and to make any amendments as appropriate.	KR/JB	23 May 2024	<b>In Progress</b> This risk will be reviewed and reported back to Board as part of the Q4 Risk

Minute	Title	Action	Responsibility	Date required	Status and date of completion
					reporting process due on 23 May 2024.
9.16	Q3 Strategic Risk Report	JF to discuss queries in relation to the inclusion of Cloud Recovery and control ratings with JB outwith the Board.	JF/JB	28 Mar 2024	<b>Complete</b> Discussion has taken place.
9.18	Q3 Strategic Risk Report	JB and KR to review Strategic Risk number 8 to see if risk could be reframed to reflect the mitigating actions.	JB/KR	23 May 2024	<b>In Progress</b> This risk will be reviewed and reported back to Board as part of the Q4 Risk reporting process due on 23 May 2024.
9.22	Q3 SKPI Report	Committee Chairs to provide CBi with information on any SKPI/data challenges to assist with 12-month SKPI review.	Committee Chairs CBi	28 Mar 2024	<b>Complete</b> The KPI review is now in progress.
9.28	Q3 Delivery Report	The Board asked if a factor for non-attendance at training events was due to the quality of the programme or if it is due to NHS pressures and staff not being released. Further clarification is required to better reflect these figures and to consider if this is a risk to be reflected on the risk register.	CBi/AS	28 Mar 2024	<b>Complete</b> 2023/24 Annual Delivery Plan deliverables that focus specifically on course delivery will be monitored during the Quarter 4 performance update window. An overview of any Red / Amber status deliverables that are due to low / non-attendance will be provided within the 2023/24 Quarter 4 Delivery Report. Further consideration will then be given as to whether the Corporate Risk Register should be updated.
11.1	Corporate Governance Package	Minor amendment required to Medical titles in scheme of delegation before publication	LH/DT	28 Mar 2024	<b>Complete</b> Corporate Governance package has been updated and published on the NES website.

# Chief Executive's Report

Professor Karen Reid, Chief Executive



Date: March 2024



## 1. Introduction

- a) The agenda for our March 2024 Board meeting includes two core governance items for approval: the draft Corporate Governance Blueprint Improvement Plan and the NES Board Draft Schedule of Business for 2024-25.
- b) All NHS Scotland Health Boards are required to adopt the Corporate Governance Blueprint as the framework that underpins their Board governance. Boards have been asked to submit their approved improvement plan to Scottish Government by 29 March 2024.
- c) The Board will also receive a number of verbal updates for assurance and homologation. This includes the reappointment of the NES Employee Director and reports from recent Standing Committees including Technology and Information Committee, Staff Governance Committee and Education and Quality Committee.

## 2. Announcements and Updates

### Holyrood Connect Digital Health and Care Awards, 21 February 2024

- a) I am absolutely thrilled to share news that the NES Digitally Enabled Workforce (DEW) Team were presented with the Digital Health and Care Team Award 2024. These awards recognise the achievements of the individuals and teams working in the health, social care, and housing sectors, whose innovation and creativity have put Scotland at the forefront of the digital revolution.
- b) This award is a fantastic recognition of the DEW team's efforts and highlights the impact their work has had on building digital skills and capability across the health and social care workforce in Scotland. On behalf of the Board, I would like to pass on my congratulations to the DEW team for this significant achievement.

### COVID-19 Public Inquiries

- a) NES continues to engage in the regular meetings organised by the Central Legal Office. This provides an opportunity to receive updates on progress of both Scottish and UK Inquiries and also resolve queries.
- b) The Scottish Inquiry Health and Social Care 'Impact Hearings' recommenced on 12 March and will run until 29 March with a break for Easter and then from 15 April until 1 June 2024. The Scottish Inquiry Education and Young People 'Impact Hearings' are expected to commence August/September 2024.
- c) Module 3 of the UK Inquiry will focus on the impact of COVID-19 on the UK's healthcare systems. The NHSScotland territorial and national health boards (including NES), PHS and NSS have all been granted Core Participant status. A preliminary hearing will take place on 10 April 2024 dates and the hearing dates have been scheduled for 10 weeks over September to November 2024.

## National Care Service (NCS)

- a) On 22 February 2024, the Health, Social Care and Sport Committee published its [Stage 1 report](#) on the National Care Service (Scotland) Bill, making a total of 111 recommendations. The report calls on the Scottish Government to publish no later than 29 March 2024, the full text of any amendments it intends to lodge at Stage 2, a marked-up version of the Bill and an updated Policy Memorandum. The Committee has also given notice that it will require additional time to take further oral and written evidence from key stakeholders once these documents are made available. Subject to these conditions being met, the Committee recommended that the general principles of the Bill be agreed to.
- b) On 29 February the NCS Bill Stage 1 [debate](#) took place in the Scottish Parliament. The motion in the name of Minister for Social Care, Mental Wellbeing and Sport, Maree Todd was agreed by 65 MSPs, compared to 50 whom voted no and one abstention. The Bill therefore progressed to Stage 2.
- c) During the debate there was criticism from opposition parties around the framework nature of the Bill, uncertainty around the projected costs, and lack of detail and co-design happening throughout the Bill process, rather than prior to the Bill being introduced. Discussion also focussed on the changes to accountability arrangements and how neither the Committee nor Parliament had been given the opportunity to scrutinise these changes, based on a lack of detail to date and amendments to be made at Stage 2.

## 3. Our Strategic Themes

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



## 3.1 People - how we are supporting our staff, learners & trainees

### 3.1.1 Chief Executive Update

- a) I continue to enjoy meeting with a range of NES staff either to discuss key NES programmes and initiatives or as part of their induction. Since the last Board meeting, I am continuing to connect with NES staff to communicate key strategic messages through all-staff webinars and via my own monthly Chief Executive 'stand ups'. We continue to get good attendance at these sessions which provide colleagues with a platform to share their views, raise concerns and ask questions. The most recent webinar on NES fiscal position had over 600 participants with many questions being asked. A formal Q & A response has been published on the intranet.

I am looking forward to engaging with staff at the next all staff webinar on 28 March 2024.

### 3.1.2 Dental including Healthcare Science and Optometry

- a) **Updated guidance on preventing and treating periodontal diseases -**  
The Scottish Dental Clinical Effectiveness Programme (SDCEP) has published the second edition of its "*Prevention and Treatment of Periodontal Diseases in Primary Care* guidance". Most people in the UK at some point experience periodontal (gum) diseases in the form of gingivitis or, more seriously, periodontitis. The newly updated SDCEP guidance provides clear and practical recommendations and advice to support dental teams to work with their patients to maintain or improve their gum health. The guidance describes the principles of periodontal care and covers patient assessment, diagnosis, treatment and long-term care. Based on the best available evidence, the guidance has been developed using SDCEP's National Institute for Health and Care Excellence (NICE) accredited methodology and brings together advice on disease classification and periodontal treatment within one resource. This guidance has a dedicated [website](#) to aid accessibility, navigation and updating. Tools to support the implementation of the guidance are also provided.
- b) The guidance is endorsed as a source of reliable, high-quality professional advice by several organisations, including the British Society of Periodontology and Implant Dentistry and the British Society of Dental Hygiene and Therapy, the College of General Dentistry and the dental faculties of the Royal College of Surgeons of Edinburgh, The Royal College of Physicians and Surgeons of Glasgow, and the Royal College of Surgery England.
- c) The new guidance will support dental professionals to provide periodontal care efficiently, thereby reducing waste of resources and effort and providing care more sustainably.

## Healthcare Science

- a) We ran a Healthcare Science education and training event in early February 2024, both online and in-person at the COSLA (Convention of Scottish Local Authorities) conference centre in Edinburgh.
- b) We expect to publish our guide to Healthcare Science support worker development shortly, as the commission for this project is due to complete at the end of March 2024. Ann McQuiston (Specialist Lead) attached to NES Healthcare Science from the NES Nursing Midwifery and Allied Health Professions (NMAHP) directorate and who has led this work is commended for her contribution. Details of the Healthcare Science support worker guide will be posted on [TURAS Learn](#).
- c) We are supporting Healthcare Science Week 11 -17 March 2024, specifically with a call for demonstrations and talks at science centres around Scotland, Further details on these can be read [here](#). A new HCS Strategy was published by SG on 14 March 2024.

## Optometry

- a) The Optometry team are navigating a busy final quarter to 2023/2024. By 25 March, our Enhanced Services Team will have supported the third cohort of community optometrists in completing the NES Glaucoma Award Training, providing an essential increase in the workforce supporting Scotland's Community Glaucoma Support Service (CGS). Working beyond their core professional remit, these eyecare professionals are receiving tailored ongoing support from our team, with this quarter seeing the delivery of the NES Glaucoma Conference, as well as support for the National Services Scotland (NSS) CGS Governance Board and the related short life working groups. We look forward to taking highlights from this collaborative area of our work to the NES Conference 2024/25<sup>1</sup>, alongside our NES Technology Service (NTS) colleagues.
- b) Our Professional Development Team delivered a range of in person training to Optometrists, Dispensing Opticians, Orthoptists and Pharmacists. We met the profession at NHS Golden Jubilee for a day on "Experiencing Sight Loss from a Patient's Perspective", along with our NES guest, Social Care Associate Director, Angella Fulton. Supported by a range of charities and educators, including those with lived experience, there was hands-on activity, using sight loss simulators and vision aids, as well as a focus on the mental health impact. We received strong feedback on the mindset shift achieved, to drive for better service delivery for this group of vulnerable patients.
- c) We ran several CPD (Continuing Professional Development) days for primary care non-medical prescribers, with pharmacists joining optometrists to strengthen confidence in community management of dermatology and auto-immune conditions, as well as safe prescribing in pregnancy, the use of blood tests and red eye management.

<sup>1</sup> [NES Conference 2024/25](#)

### 3.1.3 Medical

- a) **Doctors in training recruitment** - Recruitment to posts starting in August 2024 is underway. There has been a 48% increase in applications UK wide, which has significant resource implications for the local team. We are grateful to NES colleagues who have supported / are supporting recruitment this year. We look forward to reporting Scottish fill rates in the next Chief Executive's report.
- b) **Enhanced Monitoring** - The Deanery currently has five cases remaining on enhanced monitoring, this includes:-
- Anaesthetics and General Surgery, Dr Gray's Hospital
  - General (Internal) Medicine, Queen Elizabeth University Hospital
  - General (Internal) Medicine, University Hospital Ayr
  - General Surgery, Ninewells Hospital
  - General Surgery, University Hospital Monklands

There are no new Enhanced Monitoring cases, and all five cases are currently receiving Deanery support to address remaining concerns.

- c) **Industrial Action** - Industrial action has been announced by junior doctors in England and Wales. The announced dates have a significant impact on national recruitment. The Medical and Dental Recruitment and Selection (MDRS) recruitment group are currently seeking to mitigate impact within each specialty affected. The recruitment team within NES have been instrumental in supporting MDRS in mitigating impact, particularly with anaesthetic recruitment. MDRS are grateful for the support being offered.
- d) **Practice Management** - 48 delegates joined cohorts 14 and 15 of the Supervisory Management in General Practice (SMGP) Programme. This is a virtual learning programme with the aim to support individuals to develop the personal and professional skills, knowledge and confidence to perform effectively as workplace managers and leaders.
- e) 135 delegates attended 'Refresh & Reboot' in February 2024. This is a 2-day course aimed at Practice Managers across Scotland who are keen to refresh their skills, reboot their motivation and network with their peers. Delegates self-financed their places to attend.
- f) **General Practice Continuing Professional Development** - A Day in the Life of a Busy General Practice (ADITL) – In February 2024, two webinars in this year's series were delivered on the topics of Frailty and Long Covid. ADITL is a multi-disciplinary series for all working in a General Practice setting, with over 1100 delegates registered.
- g) **Forensic Education** - The Annual Sexual Offences Examiner Conference took place on 31 January 2024. The conference comprised multi-disciplinary webinars/workshops for professionals working in forensic medical services in Scotland and was co-produced by NES and Scottish Government.

### 3.1.4 NES Technology Service (NTS)

- a) **Turas Survey** - A survey was developed and released to better understand how Turas is being utilised, by who, how often and how well Turas meets the needs of our users. The survey had over 1000 responses which our team are currently analysing, the results of which will inform the development of a NES digital prospectus and wider Turas Refresh workstreams.
- b) **Turas Training Portfolio** - Improvements have been made to the Psychology Portfolio to save administrative time and improve the experience for Trainees and Trainers through an enhanced activity tracker which supports Trainees to record activities they have done within their placements - group therapy sessions, individual cases (anonymous i.e., not identifying patients), whether they were supervised, and feedback from supervisors.
- c) People undertaking a Locum Appointment for Training (LAT) post are now also able to use Turas Training Portfolio to capture evidence to map to the curriculum which enables the individual to have the time counted towards training.

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

- a) **NHS Scotland Academy** - The successful strategic partnership between NES and NHS Golden Jubilee (NHS GJ) in the form of NHS Scotland Academy (NHSSA) continues to deliver its programmes and explore potential new workstreams. The impact of individual NHSSA projects is evidently significant in reducing waiting times for several diagnostic tests as part of the imaging and endoscopy programmes. The NHSSA Skills and Simulation Centre in NHS GJ is now in operation, with a formal launch being planned in May 2024.
- b) **Launch of Learning and Education Strategy** – The NES Learning and Education Strategy was approved by the Board on 8 February 2024 and launched through internal and external communications the week of 4 March 2024.
- c) **The Education and Quality Executive Group (EQEG)** - Strategic KPIs (SKPIs) are being supported under the auspices of the Education & Quality Committee (EQC) through a sub-group of EQEG. This sub-group, augmented to include additional representation from NTS and Planning and Corporate Resources, were reviewing the status of those SKPI measures related to the remitted responsibilities of the Education and Quality Committee (EQC). Following discovery work into the purpose and scope of each SKPI measure, the majority had been clarified for consideration and feedback at the EQC's March 2024 meeting. EQC reviewed the approach taken to this work and the EQEG sub-group will continue to clarify the purpose and definitions of each SKPI before focussing its attention on identifying appropriate metrics, understanding current data collection (including gaps) and reporting capabilities.

- d) **NES Learning and Education Quality System (LEQS)** - The Involving People and Communities Framework featured in a NES Educational Leadership Group session on 29 February 2024, led by Gordon Paterson (Director of Social Care) and Nick Targontsidis (Business Partner, Organisational Development, Leadership & Learning). This session was well attended and prompted good engagement. The NES Educator Capabilities Framework is being submitted to NES Executive Team on 27 March 2024 for consideration and feedback.
- e) **Knowledge Management and Discovery:** Knowledge Management and Discovery continues to make sure that the health and social care workforce in Scotland have access to learning resources, knowledge and evidence to use the right information at the right time to deliver quality evidence-based care. NES and Scottish Government commissioned e-learning modules continue to be developed, built and tested. In the financial year to date, 58 new modules have been completed, 255 modules tested, 14 modules rebuilt and 52 modules updated. These numbers are expected to increase significantly in the coming weeks.
- f) The Learn Content team continues to work with the 11 NHS Scotland Boards already using Turas Learn as their learning management system. The team is working to bring two more organisations into the system in coming months; Scottish National Blood Transfusion Service in April 2024 and NHS Golden Jubilee in May 2024.
- g) The technology enhanced learning (TEL) team continues to develop the suite of TEL Facilitation modules which are designed to support staff holistically in developing quality educational products, with effective use of technologies.
- h) **TURAS Refresh** - The Turas Refresh Programme continues at pace, with the organisational requirements commission submitting its final report which has been added to the other discovery work of the programme. Additionally, the technical review commission has submitted its interim findings. These have come together to inform the outline business case, a draft of which will be shared in March 2024 with the Turas Refresh Programme Board.
- i) **Accelerated National Innovation Adoption (ANIA) Pathway:** The workforce model for the national diabetes remission team has been approved as part of the value case and includes diversification of roles and skill development key components. This diabetes work will become part of a wider prevention programme. The heart failure and stroke genomics ANIA programmes continue to work towards submission of a value case with NES input to education needs and workforce models. Collaboration with project managers, clinical leads and NTS colleagues is contributing to the momentum of implementation of Digital Dermatology and Diabetes Type 1 Closed Loop Systems.

- j) **Clinical Entrepreneur Programme** - NES is actively participating in the Scotland Coordination Group for the Clinical Entrepreneur Programme, following contribution to recruitment and selection of fellows to cohort 8. This cohort launches March and NES is represented at Scotland welcome event for cohort 8 on 19 March.
- k) **Chief Scientist Office (CSO):** NES is supporting the CSO fellowship learning sessions, with recruitment to cohort 3 successfully completed.
- l) **NHS Fellowships in Clinical Artificial Intelligence (AI):** Recruitment and selection have been successfully completed for two Scottish applicants to join the NHS Fellowships in Clinical Artificial Intelligence (AI) which was created by Guy's and St Thomas NHS Foundation Trust.

### 3.1.6 Nursing, Midwifery & Allied Health Professions (NMAHP)

- a) In January 2023, the NES practice education and pre-registration team, in collaboration with the University of Dundee (UoD), NHS Tayside and NHS Fife commenced the pilot of the NES-developed Electronic Practice Assessment Document (ePad).
- b) The resource is an electronic version of the existing 350 page paper practice assessment documentation. This resource is hosted on Turas and is part of the portfolio platform. This documentation contains the student nurse's Nursing and Midwifery Council (NMC) platforms and proficiencies, skills and procedures, and all the forms required for assessment when on a practice placement. The development of the resource was informed through a short-life working group with membership from practice, higher education institutes (HEI), students and NES.
- c) The pilot has included 511 students from four nursing programmes (Adult; Child; Mental Health and Dual Child & Mental Health) provided by the UoD. The students commenced placement one on 9 January 2023. The timeline for the pilot was one year.
- d) Support was provided collaboratively from NES, UoD and practice education teams in NHS Tayside and NHS Fife. A small number of students associated with UoD programmes were also supported in NHS Forth Valley and NHS Highland.
- e) An evaluation was undertaken from September to October 2023 using a linked form from the resource that was completed anonymously by practice supervisors (PS), practice assessors (PA), academic assessors (AA) and students. Implementation to date has been successful with positive feedback from all users. Most challenges highlighted have arisen from user error rather than any issue with the resource and have been addressed locally or in collaboration with the project team.



Key benefits from using the ePad include:

- Students are finding it easier to manage and share with practice and HEIs
  - AAs feel access to students' assessment information is more accessible which is important with students that may be requiring more support.
  - PS and PAs find signing off platforms and proficiencies and skills and procedures a much quicker and simpler process.
  - No large book for students to carry around.
  - More environmentally friendly and sustainable as no printing required.
- f) Most Scottish HEIs have expressed an interest in adopting the ePad. We are now at the stage where we can explore what that would entail and plan to on-board the next HEI.
- g) The NES communication team have released a national press release celebrating the development of the ePad. This has been published in Nursing Times, FutureScot and UKAuthority and shared widely via LinkedIn and other social media outlets<sup>234</sup>

### 3.1.7 Pharmacy

- a) In January and February 2024 Trainee Pharmacists undertook basic physical assessment skills training as part of their NES Foundation Training Year programme for the first time, to integrate these skills earlier in their career and prepare them to practice as safe, autonomous pharmacists at point of registration. Complementing this, 25 Trainee Pharmacist Supervisors (currently non-prescribers), attended training on assessing physical assessment skills to allow them to assess and support Trainee Pharmacists to perform physical assessment skills in order to meet General Pharmaceutical Council (GPhC) initial education and training standards. In addition, the national community pharmacy simulation programme for Trainee Pharmacists' delivery is currently underway with events taking place in Edinburgh, Aberdeen and Glasgow (147 trainees in total).
- b) **Ear Conditions webinar and module to support NHS Pharmacy First Scotland** -In February 2024, we delivered an interactive webinar to allow members of the pharmacy team to work through various ear condition scenarios that present in a community pharmacy. This attracted 152 community pharmacy team members. Learners were presented with ear conditions and were asked to choose a response, to allow them to see how their decisions compared to other members of the Healthcare team. This event supported the launch of our new e-learning resource "Learning Together - Ear conditions" which is available on [Turas Learn](#).

<sup>2</sup> [Futurescot](#)

<sup>3</sup> [Futurescot](#)

<sup>4</sup> [UK Authority](#)

- c) **NES Pharmacy Technician Leadership** – Monica Hunter (previously NHS Tayside,) has been appointed to Senior Educator after the retirement of Val Findlay. Monica will provide strategic leadership for pharmacy technician and pharmacy support staff education and workforce development at a pivotal time for these staff groups.

### 3.1.8 Psychology

- a) During 2023-24, NES Psychology has focused on expanding our blended training programme to meet the needs of a range of practitioners working in substance use services and other practitioners who will meet people using substances. Integrating trauma informed and responsive approaches, this programme of work focusses on addressing the concerns of the Mental Welfare Commission's [Ending the Exclusion](#) report, the recommendations of the Scottish Government's (SG) Rapid Review on co-occurring substance use and mental health, the [Medication Assisted Treatment \(MAT\) standards](#) and implementing recommendations of the SG Drug Deaths Taskforce.
- b) Our [TURAS landing pages](#) have recently been re-designed to support the implementation of the MAT standards and upcoming alcohol treatment recommendations, providing learning and development resources across a holistic range of health and social care topics. During this financial year, around 600 NHS, social care and third sector practitioners will have participated in our online seminars and in-person training in working with substance use, trauma and mental health, motivational interviewing and core skills for the alcohol and other drug use workforce.
- c) In addition, we are in the process of expanding our eLearning resources to include resources on reducing drug-related deaths, substance use and cognitive impairment, working with older people, psychostimulants, a whole family approach, and assessing for mental health and physical health factors co-occurring with substance use. The [Matrix](#) update for working with people who use substances will also be published this month.
- d) **Brief Behavioural Activation for Depressed Adolescents (Brief BA-CYP)** - NES Psychology established a wide roll-out of this evidence-based psychological intervention through five NES training routes across Child and Adolescent Mental Health Services (CAMHS) and Early Intervention Services. Brief BA-CYP was identified as being particularly appropriate as a response to the negative impact of loss of valued activity on young people's mental health due to the COVID pandemic. Once trained, practitioners are supported through a network of coaches and trainers. This network also provides an opportunity for services to learn from each other about the innovative ways that Brief BA has been implemented across Scotland. Most recently, a TURAS Learn page has been developed for trained practitioners to access training and delivery materials. Since the initial pilot in 2020, over 500 practitioners have been trained spanning all health boards in Scotland. Central collation of anonymised routine outcomes measures of practitioners

work with young people has now been established. Following Brief BA intervention, young people report a significant reduction in their ratings of anxiety and depression and increased achievement in their individually set goals. Further details of the intervention can be found in the early intervention framework<sup>5</sup>.

### 3.1.9 Social Care Directorate

- a) With confirmation of a commission from the Scottish Government's Adult Social Care policy team, the NES Social Care Directorate are now recruiting a new team. The Head of Programme and Senior Educator posts have now been offered conditionally and interviews for two Specialist Lead posts will have concluded by the time the Board meets on 28 March.
- b) The Social Care Directorate are in discussion with the Personal Assistant Workforce Policy Lead at Scottish Government with a view to exploring the ways in which NES can support learning and education for Personal Assistants and their employers. The Director of Social Care has been invited to speak with the [National Personal Assistant Programme Board](#) at their next meeting in June 2024.
- c) Gordon Paterson, Director of Social Care has taken on the role of Wellbeing Lead on behalf of the Executive Team (ET). This role involves supporting colleagues in Organisational Development, Leadership and Learning and HR to develop and promote wellbeing supports for the NES workforce, engaging with the Employee Director on workforce wellbeing and supporting ET colleagues and line managers to ensure the wellbeing needs of their staff are recognised and addressed.

### 3.1.10 Workforce

- a) Consultation on the proposed new Glasgow based premises has now closed having received feedback from staff, including trade union representatives. Feedback is being taken into account, as far as practicable, in the design and provision of office space and facilities. The formal agreement for occupation is 1 April 2024 allowing for fit-out works and a proposed move in October 2024.
- b) Hybrid working is a key pillar supporting cost reduction, sustainability and climate change. Guidance for Line Managers on hybrid working has been refreshed for review by the Executive Team with circulation aimed for April 2024. Training and support mechanisms for Line Managers, including the Line Manager Network, have also been reviewed. Improvements have been made to the Line Managers Induction e-Learning module for launch during

<sup>5</sup> [Early Intervention Framework](#)

quarter 1 of 2024/2025. Further work will include enhancements to the Managers Hub on TURAS.

- c) Wellbeing of staff is always a priority and the current sickness absence rate remains low, in comparison to the NHS average, at under 2%. Work has commenced on the development of the NES Wellbeing Matters Hub on TURAS, planned for launch in April 2024, offering a 'one stop shop' for Wellbeing resources. A Wellbeing Framework, comprising 4 core pillars: Body, Mind, Social and Workplace will signpost access to linked resources.
- d) Communications activity has continued to be a significant focus, particularly given the fiscal climate. Monthly Townhalls, sharing key NES updates, take place regularly across all directorates. A NES-wide Forward Planner to coordinate communications across NES has been launched. More broadly, the NES web estate and social media accounts are being rationalised to improve efficiency and ensure strategic alignment.
- e) Essential learning (statutory and mandatory training) compliance by NES staff remains above 80% even with the addition of two new modules during 2023/24: Child Protection (Practice Level 1: informed) and Adult Support and Protection (Practice Level 1: informed) The NES Equality, Diversity and Human Rights team has, in addition, delivered anti-racism training to approximately 100 Line Managers in this financial year. The materials are being translated into a digital resource for the Equality and Diversity Zone on TURAS Learn and there is interest in NES anti-racism training from other NHSScotland Boards.
- f) Workforce Systems changes currently being planned include the implementation of eRostering as part of a national NHS Scotland programme. This has been piloted with specific teams in NES and is being implemented in a phased way, commencing in April 2024 with annual leave management.

## **3.2 Partnerships - how we are supporting our partners**

### **3.2.1 Strategic Partnerships**

NES continues to develop new strategic partnerships with the most recent being with University of St Andrews. Each collaboration will impact the health and social care workforce and achieve improved outcomes. These ambitious collaborations demonstrate NES's commitment to engaging with key partners in order to deliver shared priorities which improve outcomes and create sustainability and value across the health and social care system.

- a) **University of St Andrews Strategic Collaboration** - Through collaboration it will be possible to combine the strengths and expertise of both organisations in the design and development of education, training, and workforce development, informed and delivered through pedagogical and technological innovation and educational research. Such a collaboration also offers the opportunity to explore innovative approaches to data linkage and advanced data analytics utilising, for example, workforce data, population health data and demographic data with the intention of developing insights and evidence in support of planning and design of services and workforce development with the intention of improving outcomes for citizens.

### 3.2.2 Chief Executive Update

NES works with partners, stakeholders and our own staff to build careers, lives and the future sustainability of the health and social care workforce. Partnership working is integral to ensuring that NES education, training and workforce development is co-designed and shaped by the voice and needs of people with lived experience as well as the needs of health and social care staff.

- a) The NES Executive Team (ET), Transformation Group (TG) and Strategic Implementation Group (SIG) continue to meet formally. Collectively these are focusing on strategic matters, strategic scrutiny, cross-organisational leadership and ensuring the direction of strategy with the focus on our people, partnerships, and performance.
- b) My engagement with a wide range of key stakeholders across health and social care continues. This includes a wide range of colleagues across NHS Scotland including Chief Executives and other senior colleagues. The NHS National Board Chief Executives (BCEs), NHS BCEs and Scottish Government, NHS Board CE's Private meeting, Strategy and Business meetings. All Accountable Officers also meet monthly with Caroline Lamb (Director-General of Health and Social Care and Chief Executive of NHS Scotland). Engagement with Scottish Government (SG) continues through the Strategic Sponsorship meeting involving myself, Chair and SG's Director of Health Workforce, my regular 121 meetings with a number of SG colleagues and my attendance at wider SG meetings. Currently I am Chairing / co-chairing Joint Negotiating Committee on contract reform and the NHS Chief Executive lead on pay negotiations 24/25 and National Care Service.
- c) NES continues to engage with SG's Sponsor Team with a recent focus on funding arrangements and priority. Our frequent engagement continues via a weekly informal meeting and fortnightly Sponsorship group meetings. These meetings include the Head of Strategic Development and Directors of Planning and Performance, Finance and Social Care.

### 3.2.3 Medical

- a) **Addressing Sexual Misconduct in Surgery** - Work is progressing with a module to be hosted on Turas which is close to completion. We are grateful for the significant input from Katy Hetherington, Principal Lead - Equality, Diversity and Human Rights. Caroline Lamb, Chief Executive of NHS Scotland and Director-General Health and Social Care is supportive and has endorsed the module. Surviving in Scrubs have provided advice and some case studies to help with the educational material and our overall strategy for tackling this issue.
- b) **Remote and Rural (R&R) Health Credential** - We have progressed 7 Recognition Champions to the next stage in the recognition process. We have had conversations with the Chief Medical Officer in Falklands, individual General Practitioners (GPs) in England and are in the process of setting up meetings with the Executive Medical Director and colleagues in North Cumbria Integrated Care NHS Foundation Trust and Cornwall Partnership Foundation NHS Trust. Significant interest in the Credential from the rest of the UK has also been received. We have had contact from several colleagues interested in the Learner Route which is due to launch in April 2024 including GPs, emergency medicine doctors and doctors in training in medical specialties, all in or planning careers in R&R UK locations. Further information can be found here<sup>6</sup>.

### 3.2.4 NES Technology Service (NTS)

- a) As several technologies progressing through Accelerated National Innovation Adoption (ANIA) are likely to be digital, the Centre for Sustainable Delivery (CfSD) has recognised that a lead ANIA digital organisation is required, to manage the overarching national technical design and the development and implementation of the ANIA digital technologies. NTS have been approached to be the lead ANIA digital partner and discussions around service level agreements are progressing.

### 3.2.5 Social Care

- a) Angella Fulton, Associate Director of Social Care recently participated in a Health and Social Care Careers panel event hosted by the Open University and colleagues from NES Workforce directorate, the Scottish Social Services Council and social care employers. The event provided an opportunity to attract learners into careers in health and social care and to promote opportunities for career progression.
- b) Given his involvement on the SNAP (Scottish National Action Plan for Human Rights) Leadership Panel, Gordon Paterson, Social Care Director was invited to join a panel discussion convened by the Health and Social

<sup>6</sup> [Remote and Rural Health Credential](#)

Care Alliance following the publication of their report ‘Investigating knowledge and understanding of the right to health<sup>7</sup>’. This event explored key findings and recommendations from the report, which identified a prevalent lack of understanding within the public of both the right to health and of how to access information on the right to health.

### **3.3 Performance - how we are performing as an organisation**

#### **3.3.1 Climate Change Emergency and Sustainability (CES)**

- a) Work continues to develop the Climate Emergency & Sustainability Strategy for NES. It will come through Board Development on 18 April, Audit and Risk Committee on 24 April and then on to Board for formal approval on 23 May 2024.
- b) The Climate Emergency and Sustainability Group met on Tuesday 26 March 2024 and discussed a range of issues, including:
- c) The draft NES Climate Emergency and Sustainability Strategy, the work of the Clinical Subgroup, the work to update the resources on CES on the NES intranet, the development of a wider NHS Scotland sustainability module, in conjunction with NSS, to be hosted on Turas. A more detailed report will be presented to the Audit and Risk Committee in April.
- d) The group also received a presentation from Philip McLean, who leads for the Scottish Government on this agenda for NHS Scotland.

#### **3.3.2 NES Corporate Improvement Programmes**

- a) The Ways of Working & Property project deliverables remain on target. The development of resources to support the implementation of the Once-for Scotland Flexible Working policies are largely complete and the workstream has been stood down. A Wellbeing Framework has been approved, an Executive lead (Gordon Paterson) has been appointed and the previous Healthy Working Lives group will be reconstituted to take the work forward. The Wellbeing workstream of this project has therefore been stood down. This leaves the ways of working project now focused on the reconfiguration of our property footprint. A lead advisor has been appointed and is progressing the development of (re)configuration plans for Glasgow, Inverness, and Dundee sites. The Glasgow site move consultation has closed with responses being mainly positive.
- b) The Learning & Education Quality System project is progressing at pace. An Educator Capabilities Framework has been developed and presented for approval at Executive Team. An Involving People and Communities Framework has been developed and will be brought to the Executive Team

<sup>7</sup> [Investigating knowledge and understanding of the right to health](#)

for approval in April 2024. The review and development of Quality Policies to underpin the quality system continues and will be brought through Board committees over coming months.

- c) The Turas Refresh project is working towards the submission of an Outline Business Case (OBC) by the end of March 2024, for future development of the platform. The interim findings report on organisational stakeholder needs is under consideration and will inform the writing of the OBC. The technical review of the architecture and capability of the existing platform had reported back and has identified many strengths. Improvement and strategic development areas have also been identified which will be drawn through into the OBC.
- d) The Transformation Group has approved an expansion of the Business Process Transformation project. It will be renamed to Business Transformation programme and will have two workstreams. The first will cover short term areas of financial efficiency or process improvement. The second will focus on what the long-term model and vision is for business support requirements across the organisation.

### 3.3.3 NES Technology Service (NTS)

- a) **TURAS Real Time Staffing Tool - The** Generic Real Time Staffing tool went live on 28 February 2024. This new Real Time Staffing tool provides a consistent approach to how teams record their daily activity, acuity, actual staffing and what staffing they require (in their professional judgement), to be able to deliver safe and effective care. The resources help Health and Care services to meet the requirement to assess real-time staffing and risk, specified in the Health and Care (Staffing) (Scotland) Act 2019. The Generic Real Time Staffing tool will be available at over 1300 locations to thousands of staff across a wide range of professional groups including AHP, Dental, Healthcare Science, Medical, Multidisciplinary, Nursing, Optometry, Pharmacy and Psychology.

### 3.3.4 Psychology

- a) NES Psychology have developed an Enhanced Psychological Practice (EPP) training programme. This is a certificate level training scheme designed to develop psychological practitioners capable of delivering high-quality, evidence-based interventions for mild to moderate psychological difficulties in a way that can be efficiently brought to scale.
- b) The programme has two courses: one focuses on Adults (EPP-A) and one on Children and Young People (EPP-CYP). Both courses are certified, and quality assured by the Scottish Qualifications Authority (SQA). The programme uses a blended learning approach to provide a thorough grounding in the theory, evidence-base and clinical application of enhanced psychological interventions. Learners receive clinical skills and case



management supervision by appropriately qualified staff in their health board placement.

- c) As part of the educational governance and quality assurance processes set by the SQA, colleagues from the NES SQA centre have just conducted the Customised Award Monitoring process for both courses in the programme. The NES SQA centre provided a very positive report on the programme, both reflecting the appropriate standards and processes used, and the knowledgeable and supportive educators. These processes and the excellent support of the NES SQA centre in general, provides reassurance to the programme team, health board partners and learners about the high quality of the Enhanced Psychology Practice training programmes as it moves to maturity.

### **3.3.5 Social Care Directorate**

- a) The Director of Social Care recently chaired a NES Educational Leadership Group on the draft 'Involving People and Communities Framework'. Colleagues from the workstream (formerly entitled 'Co-production and Lived Experience') provided an update on how the framework has been developed and how this has been informed by engagement internally and externally. Once approved and implemented, this framework will advance our strategic ambition to involve people who use services in the design, development and delivery of our educational resources.

**NHS Education for Scotland**

**NES///**

**Agenda Item: 8.1**

**Meeting Date: 28 March 2024**

**NES Public Board**

**1. Title of Paper**

1.1. NES Corporate Governance Blueprint Draft Improvement Plan

**2. Author(s) of Paper**

2.1. Della Thomas, Board Secretary, Corporate Governance Principal Lead

**3. Lead Director(s)**

3.1. Christian Bichan, Director of Planning and Performance

**4. Situation/Purpose of paper**

4.1. This paper brings the NES Corporate Governance Blueprint Draft Improvement Plan, found at Appendix 1, for Board approval for submission to Scottish Government by 29 March 2024.

**5. Background and Governance Route to Meeting**

5.1. All NHS Boards are required to adopt the NHS Corporate Governance Blueprint as the framework to underpin their Board governance.

5.2. The Blueprint sets out the need for Boards to have a consistent and systematic approach to assessing their current governance arrangements and identifying any new and emerging issues or concerns.

5.3. A key part of this is a Board self-assessment survey which focuses on how effective Boards are against the Blueprint model in relation to the functions, enablers, delivery approaches and evaluation.

5.4. All Boards used the same set of questions to self-assess against the Blueprint.

- 5.5. This self-assessment questionnaire was issued to all NES Board members and all regular attendees of the NES Board for completion during November 2023. The results were collated by Scottish Government and issued to NES to consider during the Blueprint Self-Assessment Session which was held on 19 January 2024.
- 5.6. Scottish Government recommended that as a part of the process it was advisable to gather evidence against each of the questions in the Self-Assessment. This exercise was conducted by the Board Chair and the Board Secretary.
- 5.7. A small working group comprising the Board Chair, the Vice Chair, the CEO, the Board Secretary and the facilitators from the NES Board Development service came together to consider the format of the Board session, the results of the Blueprint Survey and results of the evidence gathering exercise.

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

- 6.1. The Blueprint Self-Assessment Development Meeting on 19 January 2024 noted a high degree of positive corporate governance work and processes already in place in NES. Aspects such as a strong sense of the Board operating as a collective with positive relationships between Non-Executives and Executives; the Board setting the strategic direction with linked performance indicators and associated strategic risk management; a shared understanding of organisational structures, business processes and assurance mechanisms and positive relationships with partner organisations.
- 6.2. It was proposed that as we move into a much more challenging new financial year, in the context of the tight fiscal environment, we should focus on maintaining the excellence we already have in place.
- 6.3. The group work activities during the Blueprint Self-Assessment Development Meeting on 19 January 2024, highlighted some improvement activities and these were captured by the facilitators and have been utilised to develop the draft Improvement Plan.
- 6.4. The draft improvement plan has been prepared adopting the headings and format required by the Scottish Government using the excel spreadsheet all Boards have been provided with.

6.5. The Executive Team considered the draft improvement plan at their meeting 12 March 2024.

6.6. The governance of progress against the improvement plan actions is proposed as follows:

- Audit and Risk Committee mid-year review of action plan 3 October 2024
- Annual Review of action plan Audit and Risk Committee April 2025
- **Annual Review of action plan full Board May 2025.**

## 7. Recommendations

7.1. The Board is invited to:

- approve the NES Corporate Governance Blueprint Improvement Plan for submission to Scottish Government by 29 March 2024
- approve the proposal for governance for the monitoring of progress against the improvement plan as outlined in paragraph 6.5 of this paper.

**Author to complete checklist.**

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

a) Have Educational implications been considered?

Yes

No

b) Is there a budget allocated for this work?

Yes

No

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

1. People Objectives and Outcomes

2. Partnership Objectives and Outcomes

3. Performance Objectives and Outcomes

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

Yes

No

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

Yes

No

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

Yes

No

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

Yes

No

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

Yes

No

Author name: Della Thomas

Date: March 2024

NES

Priority Area	Blueprint Function	High level Action	Interdependency	Lead Joint Board Leads (Executive/Director Lead and non-executive director lead)	Timeline (Target date for completion)	Status	Intended Good Governance Outcome
Function	Setting the Direction	Develop NES Innovation and Research Plan to underpin delivery of the NES Learning and Education Strategy	NES Strategy NES Learning and Education Strategy	Director Lead: <b>Kevin Kelman</b> Operational Lead: <b>Fiona Fraser</b>	March 2025	In Progress	Board Members will have set the overall strategic direction to facilitate innovation and research to drive change and transform NES service delivery to ensure it supports the future of health and social care and meets the needs of stakeholders.
Function	Holding to account	Embrace and report on Best Value in relation to strategic Once for Scotland and Once for NES Strategic work.	Material and data required from across NES for inclusion	Executive Director Lead: <b>Jim Boyle</b> Operational Lead: <b>Laura Howard</b>	March 2024 – June 2024	In Progress	Public money and resources are being used to secure 'best value' as set out in the Scottish Public Finance Manual demonstrating effective stewardship.
Function	Managing Risk	Continue work to embed the corporate approach to risk management across the organisation, focusing on the inclusion of risks associated with clinical governance.	ARC and EQC governance interdependency	Executive Director Leads: <b>Jim Boyle and Karen Wilson or Emma Watson tbc</b> Operational Lead: <b>Debbie Lewsley</b>	March 2024 – March 2025	In progress	The Board will have agreed NES risk appetite, approved risk management strategies and ensure they are communicated to the organisation's workforce considered current and emerging risks for all categories of healthcare governance, including clinical governance and overseen an effective risk management system that assesses the level of risk, identifies the mitigation required and provides assurance that risk is being effectively treated, tolerated or eliminated.
Function	Engaging Stakeholders	Develop NES stakeholder engagement reporting to reflect Community Planning Partnerships, third sector and those less represented in our work and benchmarking and liaison with the 3 other UK sister organisations	Links with Anchors Strategic Plan Strategic Key Performance Indicators (SKPIs)	Director Lead: <b>Christina Bichan</b> Operational Lead: <b>John MacEachen</b>	April 2024 – March 2025 (iterative and continuing)	On-going	NES have considered community empowerment through the lens of communities of interest and communities of practice in the workforce context and embraced our role in promoting community empowerment via the health and social care workforce. Our systems of governance are developed to enable and provide assurance on the effectiveness of our approach to community empowerment.
Enablers	Diversity, Skills and Experience	Influence equality and diversity representation improvements in the appointments process for non-executives.	Public Appointments Unit Board Chairs Group Existing priority initiatives for the NES Board Development Team	Non-Executive Director Leads: <b>Chair David Garbutt</b> Operational Lead: <b>Della Thomas / Claire Sweeney</b>	April 2024 to March 2025 (iterative and continuing)	In progress	This links with the responsibility of the Scottish Government, working with the NES Board Chair, to ensure the necessary diversity, skills and experience are present across the NES Board. This includes determining the Board's requirements during the recruitment of new Non-Executive Members and the on-going development of the skills of existing Board Members.
Enablers	Diversity, Skills and Experience	Explore participation in a Board member apprenticeship scheme	NES Board and sponsor approval Participation in "Board Room Apprentice Scheme"	Executive Lead: <b>Karen Reid</b> Together with Chair <b>David Garbutt</b> Operational Lead: <b>Della Thomas / Claire Sweeney</b>	June 2024	In progress	Provide the opportunity for a younger voice around the Board room table with the potential to also introduce a care experienced or a lived experienced individual to support the collective knowledge and understanding at Board level, in relation to equality, diversity and inclusion.
Delivery	The Assurance Framework	Continue to improve how the organisation evidences impact, performance and improvement to the Board through the further development of the new performance management approach.	Outcome of Internal Audit on Performance Management Implementation of new National Performance Indicators for NHS Boards	Director Lead: <b>Christina Bichan</b> Operational Lead: <b>Simon Williams</b>	April 2024 – March 2025 (iterative and continuing)	On-going	The Board receive effective and measurable assurance in relation to strategic delivery

**NES  
Item 7.1  
March 2024**



**NES/24/20**

## **CHAIR'S REPORT**

David Garbutt, Chair of NES Board

28 March 2024

**March 2024**

## **1. Introduction**

Since the last Board meeting on the 8 February 2024, I have attended meetings and events in addition to internal NES meetings, Board and Standing Committees. I have provided a summary and updates below.

### **Summary of Engagement February 2024**

The Scottish Government/NES Strategic Sponsorship Meeting held on 9 February 2024 when the priority for discussion was the NES budget and fiscal position.

On the 26 February 2024 I joined the NHS Board Chairs Private (BCG) Private Meeting with other NHS Board Chairs and the Chief Executive NHS Scotland and the Director General for Health and Social Care. Discussion was focused on Draft Territorial Board Sponsorship Agreement.

I chaired the first National Performance Management Committee (NPMC) of 2024. The meeting's agenda focused on the quality of information provided by some Boards in support of higher ratings, the failure to use the TURAS system in some cases and the lack of minuted discussions by Remuneration Committees in relation to their submissions.

At the 27 February 2024 Aspiring Chair Advisory Panel meeting progress was noted with the 2024 programme and some changes to curricula were made.

The introductory meeting for NHS Board Chairs and Mr Neil Grey, Cabinet Secretary for NHS Recovery, Health and Social Care took place on the 28 February 2024. Chairs were updated on the current financial situation and the Cabinet Secretary made it clear that there would be no brokerage offered this year. A discussion followed about stakeholder engagement when Boards were discussing service change.

I attended the Board Meeting of The Promise Scotland where there was a detailed discussion on recent press coverage and the need for better public engagement about the large number of initiatives which were being progressed extremely well.

NES continues to engage with all staff through the webinars. I was really pleased to have the opportunity to join the webinar on the 29 February 2024 and support the Chief Executive in the updated which provided information on the fiscal position to all staff.

## **2. Summary of Engagement March 2024**

On the 5 March 2024 the Aspiring Chair Chemistry Meeting took place. At this meeting it provided the opportunity to meet with the new aspiring Chair assigned to NES, Liz Mallinson, a Board member of NHS 24. A programme is being drawn up for Liz and there will be an opportunity to meet her in due course.



The NHS Scotland Global Citizenship Advisory Board Meeting discussed strategic items which included an update on the NHS Scotland Global Citizenship Strategic Framework and the International Development Programme 2023 + investment in Health. The meeting also discussed the current business requirements for Turas & future requirements.

I was invited to speak on the 20 March 2024 at the Scottish Clinical Leadership Fellowship - System Leadership Session. This session was attended by 16 members and I spoke about my leadership journey and the lessons I have learned during my career. The group were very interested in Boards and what Chairs do and we discussed this for some time. Further questions were asked about the budget situation and finally about Physician Associates.

**David Garbutt  
Chair**

**Agenda Item: 8.2**

**Meeting Date: 28 March 2024**

**NES Public Board**

**1. Title of Paper**

1.1. Draft Board Schedule of Business 2024-25

**2. Author(s) of Paper**

2.1. Della Thomas, Board Secretary, Corporate Governance Principal Lead

**3. Lead Director(s)**

3.1. Christian Bichan, Director of Planning and Performance

**4. Situation/Purpose of paper**

4.1. This paper brings the Draft Board Schedule of Business (SoB) 2024-25 for Board review and approval, enclosed at Appendix 1.

**5. Background and Governance Route to Meeting**

5.1. The SoB comes through Board on an annual basis and has been reviewed by the Executive Team for accuracy.

5.2. Once approved by the Board it will be used to prepare the agendas for the Private Formal Board and Public Board meetings and the Programmes for the Board Development Meetings.

5.3. The schedules of business for the Private Formal Board and Public Board have been prepared against the rolling 2023-24 SoB. Any new or emerging items have been added as detailed in section 6 below.

5.4. The proposals for the Board Development meetings have been prepared against the rolling list of suggestions for Board Development sessions provided by members of the Board over the course of the business year.

## 6. **Assessment/Key Issues**

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

- 6.1. The usual items have been sequenced through Board, some of which as usual flow onwards for the Standing Committees.
- 6.2. New or revised items appearing in the 2024-25 SoB are:
- Draft Climate Change and Sustainability Strategy following 18 April 2024 Board Development meeting and consideration by the Audit and Risk Committee.
  - Strategic Key Performance Indicator Review following 18 April 2024 Board Development meeting.
  - Engaging Stakeholders Report. This links to one of the Blueprint Improvement Plan actions.
  - Anchors Strategic Plan revisions.
  - The Scottish Government / NES Sponsorship Agreement
  - Innovation and Research Plan following Education and Quality Committee and or Technology and Information Committee for noting. This links to one of the Blueprint Improvement Plan actions and requires further scheduling and sequencing consideration.

## 7. **Recommendations**

- 7.1. The Board is asked to review and approve the Draft Board SoB 2024-25.

Author to complete **checklist**.

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

- a) Have Educational implications been considered?

Yes

No

- b) Is there a budget allocated for this work?

Yes

No

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

1. People Objectives and Outcomes

2. Partnership Objectives and Outcomes

3. Performance Objectives and Outcomes

- d)** Have key strategic risks and mitigation measures been identified?
- Yes  
 No
- e)** Have Equality, Diversity, Human Rights and health inequality issues been considered as per [Fairer Scotland Duty: Guidance for Public Bodies](#) and Corporate Parenting as per the [Children and Young People \(Scotland\) Act 2014](#)?
- Yes  
 No
- f)** Has an Equality Impact Assessment (EQIA) been completed or in progress for this piece of work?
- Yes  
 No
- g)** Have you considered Emergency Climate Change and Sustainability implications as per [DL \(2021\) 38](#)?
- Yes  
 No
- h)** Have you considered a staff and external stakeholder engagement plan?
- Yes  
 No

Author name: Della Thomas

Date: March 2024

NES

NES Public Board DRAFT Schedule of Business 2024/25 - page 1

Item	Recurrence	Owner	23-May-24	10-Aug-24	28-Sep-24	23-Nov-24	6-Feb-25	27-Mar-25	Notes
Chair's introductory remarks	Standing item	Board Chair							
Apologies for absence	Standing item	Board Chair							
Declarations of interest	Standing item	Board Chair							
Minutes of previous Board Meeting	Standing item	Board Chair							
Matters arising from the minutes and notification of any other business	Standing item	Board Chair							
Actions from previous Board Meetings	Standing item	Board Chair							
Chair's report	Standing item	Board Chair							
Chief Executive's report	Standing item	CEO							

Strategic Items										
Draft Strategy	Every three years	Director of Planning & Performance								Not due 2024-25
Review of Strategic Key Performance Indicators	Annual Item	Director of Planning & Performance								
Draft 2024-25 Annual Operating Plan (final approval)	Annual Item	Director of Planning & Performance								
Draft 2024-25 Annual Budget (final approval)	Annual Item	Exec Director of Finance								
Draft Climate Change and Sustainability Strategy	TBC	Exec Director of Finance								
Anchor Strategic Plan	Annual Item	Director of Planning and Performance								
Draft Communication and Engagement Strategy	Every three years	Director of Planning and Performance								Not due 2024-25
Engaging Stakeholders Report	Annual Item	Director of Planning and Performance								
Risk Management Strategy (following ARC)	Every three years	Exec Director of Finance								Not due 2024-25
Draft Strategic Risks and Risk Appetite (following 16/1/25 ARC)	Annual Item	Exec Director of Finance								

Governance Items										
Significant issues to report from recent Standing Committees	Standing item	All Committee Chairs								
Approved Standing Committee Minutes for homologation	Standing item	Board Services								
Corporate Governance Package - Board Standing Orders, Standing Financial Instructions, Board Scheme of Delegation, Code of Conduct & Committee Terms of Reference	Annual Item	Board Secretary / Director of Finance								
Board and Committee meeting dates - 2025-26	Annual Item	CEO / Board Secretary								
2025-26 draft Board schedule of business	Annual Item	CEO / Board Secretary								
Board and Committee Assurance Frameworks	Annual Item	Director of Finance / Director of Planning & Performance / Board Secretary								
Vice Chair Biennial review of appointment	Every 2 years	Board Chair								Not required 2024-25
Scottish Government / NES Sponsorship Framework	Annual Item	CEO								
Corporate Governance Blueprint Self-Assessment Improvement Plan	Annual	Board Secretary / DoF								

**KEY**

- Item Scheduled
- Item not Scheduled
- Item Suspended

NES Public Board DRAFT Schedule of Business 2024/25 - page 2

Item	Recurrence	Owner	23-May-24	10-Aug-24	28-Sep-24	23-Nov-24	6-Feb-25	27-Mar-25	Notes
<b>Annual Items</b>									
Whistleblowing Executive Lead Annual Whistleblowing Report 2023/24 (following SGC)	Annual Item	Director of Planning & Performance							
Non-Executive Director Whistleblowing Champion Report 2023/24 (following 29/4/24 SGC)	Annual Item	Non-executive whistleblowing champion							
Caldicott Guardian: Annual Report 2023-24 (following 27/8/24 TIC)	Annual Item	Postgraduate Dental Dean as CG.							
Annual Information Governance and Security Report (following 27/8/24 TIC)	Annual Item	Director Technology Services							
Feedback, Comments, Concerns and Complaints Annual Report (including Participation Standard & Annual Stakeholder report) for approval (following 12/9/24 EQC)	Annual Item	Director of Planning & Performance							
Communication and Engagement Annual Update Report	Annual Item	Director of Planning & Performance							
Annual Review Self-Assessment Document (if required by SG)	Annual Item	Director of Planning & Performance							
2023-24 Equality Outcomes Mid Year Report	Annual Item	E&D Principal Lead							
2023-24 Equality Outcomes and Mainstreaming Annual Report	Annual Item	E&D Principal Lead							Normally scheduled to May Board, but 2022/23 report was brought through March 2023 Board. Next report due May 2024
Public Sector Duties: Two year progress report (April 2026-April 2027)	Every two years	E&D Principal Lead							For 2023/24 don't need to schedule the Public Sector Duties: two year progress report. (April 2023-April 2025) through March 2025 Board.
i.Matter Report (Following PF and 7/11/24 SGC)	Annual Item	Director of Workforce							
Annual Report on the NHSS Global Climate Emergency & Sustainable Development Policy (following 31/10/24 ARC)	Annual Item	Exec Director of Finance							
Counter Fraud Policy and Strategy (following ARC)	Annual Item	Deputy DoF							
Feedback letter from SG and Annual Operational Plan: for final approval	Annual Item	Director of Planning & Performance							
Draft three year workforce plan	Every three years	Director of Workforce							not due 2025-2026
<b>Performance Items</b>									
Quarterly Financial Report	Quarterly	Executive Director of Finance							
Quarterly Risk Register Report	Quarterly	Executive Director of Finance							
Quarterly Performance Report	Quarterly	Director of Planning & Performance							
Quarterly SKPI Report	Quarterly	Director of Planning & Performance							
Quarterly Annual Operational Delivery - SG Return Report (from Q1 August Board)	Quarterly	Director of Planning & Performance							
<b>Additional Items</b>									
SG approved 2024/25 Budget	Annual	Executive Director of Finance							
Draft Transformation Route Map (approval)	Every 3 years	Director of Planning & Performance							
SG Approved Annual Operational Plan (noting)	Annual	Director of Planning & Performance							
Approved Three Year Medium Term Plan (noting)	Every 3 years	Director of Planning & Performance							
Co-opted Member TIC (approval)	Annual	Board Secretary							
Co-opted Member EQC (approval)	Annual	Board Secretary							
Innovation and Research Plan (noting) following EQC and TIC	TBC	Director of NHSSA and Learning and Innovation							scheduling TBC

**KEY**

Item Scheduled

Item not Scheduled

Item Suspended

**NES Formal Private Meetings Draft Schedule of Business 2024-25**

Item	Recurrence	Owner	23-May-24	27-Jun-24	6-Feb-25	27-Mar-25	Notes
Chair's introductory remarks	Standing Item	Board Chair					
Apologies for absence	Standing Item	Board Chair					
Declarations of interest	Standing Item	Board Chair					
Minutes of previous Private Board Meeting	Standing Item	Board Chair					
Actions from previous Private Board Meeting	Standing Item	Board Chair					
NES Annual Report & Accounts 22/23	Annual Item	Exec Director of Finance					
Annual Report of the Board	Annual Item	Board Secretary and Principal Lead Corporate Governance					
Q4 Financial Report	Annual Item	Exec Director of Finance					
Property Transactions (if required)	Individual Item	Exec Director of Finance					
Draft 2025/26 Annual Operational Plan	Annual Item	Director Planning & Performance					
Draft 2025/26 NES Budget/Financial Plan	Annual Item	Exec Director of Finance					

**Other items**

**KEY**

Item Scheduled

Item not Scheduled

Item Suspended

## NES Informal Board Development Sessions 2024-2025

Item	Recurrence	Session Lead	18-Apr-24	27-Jun-24	24-Oct-24	23-Jan-25	Notes
Draft Climate Change and sustainability Strategy	Individual Item	Exec Director Finance					Confirmed
Strategic Key Performance Indicator Review	Individual Item	Director Planning					Confirmed
Accountable Officer Role	Individual Item	CEO					Confirmed
Health Econonist/Human Factors (proposed)	Individual Item	Exec Director Finance					Proposed
Anti-Microbial Work (proposed)	Individual Item	Exec Director Nursing					Proposed
AI (proposed)	Individual Item	Director NTS					Proposed
Health Inequalities (proposed)	Individual Item	TBC					Proposed
TBC	Individual Item	TBC				TBC	Proposed

### **KEY**

Item Scheduled

Item not Scheduled

Item Suspended



**DRAFT Minutes of the Tenth NES Technology and Information Committee held on Monday 30 October 2023 10:15 – 12:45 via Microsoft Teams.**

**Present:** Rak Nandwani, Non-Executive Director Public Health Scotland (PHS) and Co-Opted Chair of the Technology and Information Committee (TIC)  
David Garbutt, Non-Executive Director and Chair of TIC  
Ally Boyle, Non-Executive Director  
Shona Cowan, Non-Executive Director  
Jean Ford, Non-Executive Director  
Angus McCann, Ex-Officio Member and Non-Executive Director, NHS Lothian

**In attendance:** Jenn Allison, Senior Officer, Board / CEO Office  
Ijeoma Azodo, Associate Director, Health & Clinical Service Design (item 14)  
Tracey Ashworth-Davies, Director of Workforce / Deputy Chief Executive (Corporate)  
Colin Brown, Head of Strategic Development  
Paula Baird, Principal Lead, Workforce (item 10)  
Jim Boyle, Executive Director of Finance  
Rob Coward, Senior Educator (item 12)  
David Felix, Director of Dental and Caldicott Guardian  
Katy Hetherington, Principal Lead, Equality and Diversity (E&D) (item 14)  
Heather Kilfara, Senior Finance Manager  
Della Thomson, Board Secretary & Principal Lead - Corporate Governance  
Marisa Wedderspoon, Manager, NES Technology Service (NTS)  
Christopher Wroath, Director of NTS

**1. Welcome and introductions**

- 1.1 David Garbutt welcomed everyone to the meeting and introduced Rak Nandwani, Non-Executive Director of Public Health Scotland (PHS) and Honorary Professor of Glasgow Caledonian University. Rak Nandwani is currently shadowing the NES Chair as part of the Aspiring Chairs Programme. As part of his development David Garbutt invited Rak Nandwani to take on a Co-opted non-voting, non-quorate role as Chair of the meeting, on a one-time basis, in the presence of the actual TIC Chair.
- 1.2 Rak Nandwani, the Chair, welcomed everyone to the meeting and thanked members and attendees for welcoming him as Co-Opted Chair.

1.3 The Chair particularly welcomed Shona Cowan, who was attending her first meeting as a non-executive member of the Technology and Information Committee (TIC). He also welcomed Colin Brown, in attendance.

1.4 The Chair informed the Committee that Paula Baird would be welcomed for item 10, Digital Skills and Leadership, Rob Coward would be join for item 12, Risk and Katy Hetherington and Ijeoma Azodo would be welcomed for item 14, mid-year Equality and Diversity report.

## **2. Apologies for absence**

2.1 The Committee noted that apologies were received from Karen Reid, NES Chief Executive.

## **3. Declarations of interest**

3.1 The Chair asked Committee members if there were any declarations of interest in relation to the business of today's meeting and if so, to clarify which item this related to.

3.2 There were no declarations of interest in relation to the business on the agenda of the meeting.

## **4. Notification of Any other Business**

4.1 There was no other business raised for discussion.

## **5. Minutes of the meeting 28 August 2023** (NES/TI/23/33)

5.1 The minutes were approved as an accurate record, following correction to a typing error at paragraph 2.1.

## **6. Committee Rolling Action Log** (NES/TI/23/34)

6.1 The Committee noted that of the 22 actions, 16 have been marked as completed or have been closed.

6.2 The Chair invited David Garbutt to provide an update on action number 9.11 from the 28 August 2023 TIC meeting regarding raising the advantage of using a single source workforce data system with the Board Chairs Group. David Garbutt informed the Committee that he has raised this with the Board Chairs Group and that this action could be closed.

6.3 The Chair invited David Garbutt to provide updates on actions 9.3 and 7.10 from the 26 May 2023 TIC meeting, regarding raising non-executive Digital Expertise into NHS Boards and NHSS Identity Management, with the Board Chairs Group. David Garbutt confirmed that he has raised both points with the Board Chairs Group and that these actions could be closed.

- 6.4 Regarding action 9.8 from the 28 August 2023 TIC meeting, Jim Boyle updated the Committee that he has invited a Health Economist from Public Health Scotland to attend a Board Development Session. A date is yet to be agreed.
- 6.5 Regarding action 11.5 from the 28 August 2023 meeting, Jim Boyle confirmed that Risk 13 is not co-owned with the TIC and the Education and Quality Committee (EQC).
- 6.6 Christopher Wroath asked the Committee for more clarity regarding action 7.7 from the 15 March 2023 meeting, in relation to feedback from Territorial Boards regarding NTS services. Angus McCann and Christopher Wroath agreed to meet to discuss this further. **Action: CW/AMc**
- 6.7 The Committee approved the completed actions and noted the progress updates on the action list.

## 7. **Executive Lead Officer's Report** (NES/TI/23/35)

- 7.1 The Chair invited Christopher Wroath to make any introductory remarks in relation to the Executive Lead Officer's Report.
- 7.2 The report provided the Committee with an overview of progress on delivery since the last meeting in August 2023. This includes an update on the status of Commissions from Scottish Government (SG), key areas of risk, a summary of expenditure to date and a current forecast of the end of year anticipated financial position, identifying significant over or under spends.
- 7.3 Christopher Wroath informed the Committee that the delivery plan for the Digital Health and Care Directorate is almost agreed and a resourcing plan will be developed alongside this. The Committee noted that these will be submitted to the February 2024 TIC meeting. **Action: CW**
- 7.4 The Committee noted that funding for this financial year has been agreed for the Digital Front Door (DFD), the National Digital Platform (NDP) and the National Digital Prescribing and Dispensing Programme (NDPDP).
- 7.5 Christopher Wroath informed the Committee that he and Jim Boyle continue to have discussions with SG. This is in relation to long term investment, including staff requirements, to implement SG Digital priorities and an identification of the risks associated with renewing fixed-term contracts. The Committee raised a concern that financial commitments from SG do not appear to match their Digital ambition.
- 7.6 Christopher Wroath informed the Committee that the delivery plan for NES work has been agreed, following a digital prioritisation exercise to ensure priorities link to the new NES Strategy. This will also come to the TIC in February 2024. **Action: CW**
- 7.7 Discussion took place regarding the Digital Maturity Assessment, results of which were available for noting at Agenda item 19. Christopher Wroath suggested that

an item regarding the Digital Maturity Assessment is added to the February 2024 TIC meeting. **Action: CW**

- 7.8 The Committee raised a query regarding identity management. Christopher Wroath assured the Committee that the NHS Scotland Identity Management Programme are aware of the right technology required for this piece of work and this is scheduled to be completed by the end of the financial year.
- 7.9 The Committee raised a query regarding the “open eyes project”. Christopher Wroath informed the Committee that the pilot would not have been as successful as it was without the level of collaboration from NHS Greater Glasgow and Clyde (GGC). Christopher Wroath stressed the importance of meaningful collaboration.
- 7.10 Discussion took place regarding the cover paper checklist, particularly in relation to Equality Impact Assessment (EQIA). Della Thomas informed the Committee that NES colleagues are provided with guidance in relation to completion of Board and Committee papers and cover papers. Della Thomas added that work is ongoing to monitor and improve quality of papers to the NES Board and Committees and that she will look further into improvements in relation to the EQIA section of the cover paper. **Action: DT**
- 7.11 The Chair thanked Christopher Wroath and his team for the report. The Committee confirmed the report provided satisfactory assurance.

## **8. Cyber Security** (NES/TI/23/36)

- 8.1 The Chair invited Christopher Wroath to introduce the paper and highlight any key areas.
- 8.2 The Committee noted that the Cyber Security team are working with Microsoft on a pilot programme to establish a national baseline configuration of Microsoft's security & compliance offerings within NHS Scotland.
- 8.3 Christopher Wroath advised the committee that the 2023 Network and Information Systems (NIS) Audit took place in June 2023 as per new audit cycle. The NIS Audits were based on the refreshed Public Sector Cyber Resilience document and the new NIS Audit recommendations will supersede the previous ones.
- 8.4 The Committee noted that the SG Cyber Security Procurement Support Tool (CSPST), that NES uses to assess the security posture of suppliers within our procurement process, is being withdrawn on 31<sup>st</sup> December 2023. NTS colleagues will discuss this with SG soon.
- 8.5 The Committee noted the update on work relating to Cyber Security in NES and confirmed the report provided satisfactory assurance.

## **9. Network Information Systems (NIS) Audit 2023** (NES/TI/23/37)

- 9.1 The Chair invited Christopher Wroath to introduce this report and update the Committee on the results of the August 2023 NIS audit. Christopher Wroath

explained that NIS Audits are conducted on all Scottish Public Sector bodies who run mission-critical, national digital architecture.

- 9.2 Christopher Wroath informed the Committee that the annual cycle of the cyber security audit has recently changed from December to April and therefore any remaining open audit recommendation from the December 2022 Audit have been superseded by new recommendations. An internal action plan has been created to remediate gaps in our current assurance position.
- 9.3 The Committee noted the compliance status had increased from 43% in 2020 to 85% this year. Had this year's audit been performed against the previous framework, the score would have been 96%.
- 9.4 The Committee noted that some responses have been redacted in the report and noted that this is a standard element of the NIS audit report to prevent exposure of potential sensitivities within Public Sector bodies' technologies. However, the Committee members remarked that this may not be necessary for each Public Sector body. The Committee agreed that a letter should be written from Chair of the Committee to the NIS Auditors to state the Committee disagrees with the NES report being redacted. **Action: DG**
- 9.5 Discussion took place regarding incident detection. Christopher Wroath explained that the work that NES is doing in collaboration with National Services Scotland (NSS) and Abertay University should help to strengthen this area.
- 9.6 The Committee accepted the NIS recommendations and agreed the report provided satisfactory assurance. The Committee requested that an update regarding progress of the action plan is provided to a future meeting. **Action: CW**

## **10. Digital Skills and Leadership Programme** (NES/TI/23/38)

- 10.1 The Chair welcomed Paula Baird to the meeting and invited her to provide an update on progress of the Digital Skills and Leadership Programme.
- 10.2 Paula Baird informed the Committee that work is continuing well, on track and on budget.
- 10.3 The Committee asked if many applications had been received for the Executive and Non-Executive Programme. Paula Baird informed the Committee that out of the 5 sessions currently arranged, they are fully booked apart from the 5<sup>th</sup> session which has 2 spaces. The Committee congratulated Paula Baird and her team on this work.
- 10.4 The Committee raised a query regarding the impact and course content of the Professional Development Award (PDA) in Technology Enabled Care. Paula Baird informed the Committee that level 7 supports at home carers with information regarding wearable devices, level 8 opens up to the wider care workforce, linking to learner pathways, and informs learners of the various technology available to support their roles and how to share this across teams.

10.5 Tracey Ashworth-Davies added that applications for the PDA course have quadrupled and are also being accessed by learners working in the housing sector.

10.6 The Committee asked if there is scope for digital content to be included in wider leadership programmes. Tracey Ashworth-Davies confirmed that this is evolving and advised the Committee that there are a number of digital masterclasses offered to learners on leadership programmes.

10.7 The Committee noted the progress of Digital Skills and Leadership Programme in NES and confirmed the report provided satisfactory assurance.

10.8 The Chair thanked Paula Baird for the report and she left the meeting.

## **11. Turas Refresh Programme Board: Key Strategic Messages: 23 October 2023** (Verbal Update)

11.1 The Chair invited Christopher Wroath to provide an update regarding the Turas Refresh Programme Board meeting on 23 October 2023.

11.2 Christopher Wroath informed the Committee that the Programme Board reviewed the future requirement returns from recent stakeholder engagement, which is a key element to ensure a user-centred approach. An evaluation of technology will be assessed against the asks from stakeholders.

11.3 The Chair invited any further remarks from Angus McCann the Chair of the Turas Refresh Programme Board. Angus McCann remarked that the Programme Board are currently considering if the title “Turas Refresh” adequately embraces the work and ambition of the Programme. He advised that the Programme Board are currently preparing their Terms of Reference (ToRs) and these will be available to the TIC in due course. Christopher Wroath added that Turas will continue to be the name of the platform.

11.4 The Committee noted that a key area of work ongoing is in collaboration with National Services Scotland (NSS) regarding workforce data quality improvement. Another area of work is to develop a digital prospectus. Christopher Wroath informed the Committee that a concern of the Turas Refresh Programme Board is that no funding has yet been confirmed past March 2024.

11.5 The Committee noted that the minutes from the 15 September 2023 Turas Refresh Programme Board meeting referred to a set of PowerPoint slides and asked that these were circulated to the Committee for information. **Action: CW**

11.6 The Committee noted that progress updates of the Turas Refresh Programme will be submitted to future TIC meetings.

## **12. TIC Delegated Strategic Risk Report** (NES/TI/23/39)

12.1 The Chair welcomed Rob Coward to the meeting and invited him to provide an update regarding the 5 strategic risks delegated by the Board to the TIC.

- 12.2 Rob Coward informed the Committee that risks have been reviewed by their risk owners. He added that the approach to Committee reporting of Strategic risks is still in development and future reports will include sight of Directorate risks also.
- 12.3 The Committee noted that the Net Risk rating for several NTS risks currently sit out with the agreed Board appetite. These relate to governance risks for which the Board has a low risk tolerance. The Committee suggested that they may be incorrectly categorised, and Rob Coward confirmed that colleagues plan to discuss additional actions to further control these strategic risks.
- 12.4 The Committee suggested that the scoring of risk 7 is reviewed, given the controls that are already in place within cyber security, that actions include due dates and that information regarding how actions will be implemented is included. It was also suggested that there may be opportunity to change residual scoring if controls are in place and there is evidence that it is working. **Action: JB**
- 12.5 Jim Boyle informed the Committee that the NES Executive Team (ET) have a session scheduled to review Strategic Risks prior to the next Audit and Risk Committee (ARC) meeting in January 2024. The ET will review categories, scoring and details as well as discuss potential new risks.
- 12.6 The Committee agreed the report provided them with satisfactory assurance and noted the ongoing improvement plans for the Strategic Risk Register and reporting.
- 12.7 The Chair thanked Rob Coward for the report, and he left the meeting.

### **13. TIC Delegated Strategic Key Performance Indicator (SKIPs) Report**

(NES/TI/23/40)

- 13.1 The Chair invited Christopher Wroath to introduce TIC Strategic Key Performance Indicator (SKIPs) report.
- 13.2 The Committee noted that this is the second SKPI delegated performance report to the TIC presenting the data available in phase 1 of implementation of the Strategic Key Performance Indicators (KPIs) approved by the Board in May 2023.
- 13.3 The Committee noted the report and confirmed that it provided them with satisfactory assurance.

### **14. 2023-24 Mid-Year Equality and Diversity Outcomes Report (NES/TI/23/41)**

- 14.1 The Chair welcomed Katy Hetherington and Ijeoma Azodo to the meeting and invited them to present the mid-year progress report on the Equality and Diversity (E&D) digital outcomes delegated to TIC.
- 14.2 Katy Hetherington informed that Committee that all E&D outcomes have been reviewed and updated as appropriate against the new NES Strategy and that the measurement framework has also been updated.
- 14.3 Ijeoma Azodo informed the Committee that work is progressing to review and align the various educational design frameworks used across NES. She remarked that

qualitative measures in relation to Equality Impact Assessments (EQIA) are being implemented.

14.4 The Committee noted the report which provided them with satisfactory assurance and approved the content of the report to be added to the full E&D Board report to 23 November 2023 Board.

14.5 The Chair thanked Katy Hetherington and Ijeoma Azodo for the report. Katy Hetherington left the meeting and Ijeoma Azodo was invited to stay for the Horizon Scanning item.

## **15. Horizon Scanning** (NES/TI/23/42)

15.1 The Chair invited Christopher Wroath to present the annual report containing an assessment of potentially important emerging technologies and innovations that may impact the wider health and care landscape.

15.2 Christopher Wroath explained that the paper focusses on Artificial Intelligence (AI) technology.

15.3 Christopher Wroath informed the Committee that NTS colleagues have recently tested report referencing functionality of 'co-pilot' which is an AI assisted application in the Microsoft Office 365 suite. However, it was agreed that the product was not accurate enough to be utilised in NES.

15.4 Christopher Wroath stressed that AI is a large and quickly developing area and noted the vital importance of quality data sitting behind functionality.

15.5 The Committee noted that there may be opportunities to utilise AI assisted technology for content personalisation and 'deep learning'. Christopher Wroath explained that 'AI deep learning' could assist the acute sector and enable, for example, anomalies to be identified in scan results.

15.6 The Committee thanked Christopher Wroath for the report and confirmed it provided them with helpful information. They requested that future reports include information about how other health and care services across the world are using technology. Della Thomas informed the Committee that an AI Board Development session is planned for April 2024.

## **16. Review of TIC Terms of Reference** (NES/TI/23/43)

16.1 The Chair invited Della Thomas to introduce TIC Terms of Reference (ToRs) for annual review.

16.2 Della Thomas informed the Committee that the TIC ToRs have been reviewed against the new NES Strategy and the TIC delegated SKPIs. She advised that suggested changes are highlighted as tracked changes. She remarked that Angus McCann has been invited to continue as Co-opted member of the TIC and this will be subject to approval at the 23 November 2023 Board meeting.



16.3 The Committee were pleased Angus McCann could continue as a co-opted member of the Committee for another year as well as taking on the additional role in associated with the Turas Refresh Programme Board. The Committee suggested that the wording in the ToRs is revised to reflect co-opted membership as optional. **Action: DT**

16.4 The Committee approved the Technology and Information Committee Terms of Reference for onward sequencing to the January 2024 Audit and Risk Committee.

## **17. Identification of any new risks emerging from this meeting**

17.1 No new risks were identified as a result of discussions during the meeting.

## **18. Turas Refresh Programme Board Minutes**

18.1 The Committee noted the minutes from the 15 September 2023 Turas Refresh Programme Board.

## **19. NES Digital Maturity Assessment**

19.1 The Committee noted the results of the NES Digital Maturity Assessment.

## **20. Any Other Business**

20.1 There was no other business for discussion.

## **21. Review of Effectiveness of Meeting**

21.1 The Committee were satisfied with the effectiveness of the meeting, with quality papers being submitted. It was agreed that breaks would be included if the meeting is to run in excess of 2 hours.

21.2 It was agreed that it was useful when the Chair reminded presenters to keep updates to a Strategic level.

21.3 David Garbutt thanked Professor Rak Nandwani for chairing the TIC.

## **22. Date and time of next meeting**

22.1 The next meeting of the Technology and Information Committee will be held on Tuesday 13 February 2024 via Microsoft Teams at 10:15.

NES  
November 2023  
JA/DT/CW/DG

**Minute Approved by SGC on 22.02.24**

**NHS Education for Scotland**

**NES/SGC/24/02**

**Minutes of the Eighty-second Meeting of the Staff Governance Committee held on Thursday 02 November 2023, 10:15 – 12:53**

\*\*\*The meeting was held in hybrid format via Microsoft Teams and in-person at the NES Westport office in Edinburgh.

Those in attendance at Westport experienced intermittent connectivity issues during the meeting, this did not affect the decision making and quorate scrutiny required by the Committee \*\*\*

**Present:** Anne Currie (AC), Committee Chair  
Lynnette Grieve (LG), Non-Executive Director / Employee Director  
Nigel Henderson (NH), Non-Executive Director  
Gillian Mawdsley (GM), Non-Executive Director / Whistleblowing Champion  
James McCann (JMcC), Ex-Officio member, Staff Side (Unison)

**In attendance:** Tracey Ashworth-Davies (TAD), Deputy Chief Executive (Corporate) / Workforce Director (Left the meeting at 12:33pm during item 15)  
Ameet Bellad (AB), Senior Specialist Lead, Workforce (For items 10 and 12)  
Christina Bichan (CB), Director of Performance and Planning  
Edward Challis (EC), Specialist Lead, Armed Forces Talent Programme (AFTP) (Observer)  
Rob Coward (RC), Principal Educator (For item 11)  
Nancy El-Faragy (NEF), Manager, Planning and Corporate Resources (For item 13)  
Ann Gallacher (AG), Senior Admin Officer / Committee Secretary (Minute-Taker)  
David Garbutt (DG), NES Board Chair  
Janice Gibson (JG), Associate Director, Organisational Development, Leadership and Learning (ODLL)  
Katy Hetherington (KT), Principal Lead, Equality, Diversity and Human Rights (For item 12)  
CarolAnne Keogh (CK), Head of Service, HR (For item 16)  
Patricia Matheson (PM), Associate Director HR / Workforce  
Della Thomas (DT), Board Secretary and Principal Lead (Corporate Governance)  
Simon Williams (SW), Principal Educator (For item 10)

<b>1.</b>	<b>Chair's welcome and introduction</b>
1.1	The Chair welcomed everyone to the first hybrid Staff Governance Committee (SGC) meeting. She particularly welcomed Ameet Bellad, Senior Specialist Lead, and Simon Williams, Principal Educator for item 10, Rob Coward, Principal Educator for item 11, Katy Hetherington, Principal Lead, Equality, Diversity and Human Rights for item 12, and CarolAnne Keogh, Head of Service, HR for item 16.
1.2	The Chair also welcomed Edward Challis, Specialist Lead, Armed Forces Talent Programme (AFTP) who observed the meeting as part of his induction.
<b>2.</b>	<b>Apologies for absence</b>
2.1	Apologies for absence were received from the following regular Committee meeting attendee Karen Reid, Chief Executive.
2.2	Apologies for absence were received from Joe Hands, Principal Lead.
<b>3.</b>	<b>Notification of any other business</b>
3.1	There were no notifications of any other business.
<b>4.</b>	<b>Declaration of interests</b>
4.1	As per the new Model Code of Conduct, the Chair asked Committee members if there were any declarations of interest in relation to the business of today's meeting and if so, to clarify to which item this related.
4.2	There were no declarations of interest.
<b>5.</b>	<b>Draft Minutes of the Staff Governance Committee meeting held on 17 August 2023 (NES/SGC/23/56)</b>
5.1	The minutes of the SGC meeting held on 17 August 2023 were approved as an accurate record of the meeting.
<b>6.</b>	<b>Action Status Report and other matters arising (NES/SGC/23/57)</b>
6.1	The Committee noted that 10 actions were marked as complete on the action list and 2 actions had been updated.
6.2	The Committee asked in relation to action 17.3, if hybrid working had impacted on sickness absence figures. Tracey Ashworth-Davies responded that the figures had reduced since pre-Covid. She advised the Committee that external NHS Boards comparators and other relevant comparators were being considered. She remarked that an update will be given at the 22 February 2024 SGC meeting.

6.3	The Committee approved the completed actions and confirmed that the progress made with open actions provided satisfactory assurance.
6.4	There were no matters arising.
<b>7.</b>	<b>Director of Workforce Report (NES/SGC/23/58)</b>
7.1	The Chair invited Tracey Ashworth-Davies to introduce the Director of Workforce Report.
7.2	Tracey Ashworth-Davies introduced the report and highlighted the following key topics to the Committee: the sustainability update, the New Ways of Working and Line Manager Support work, the Glasgow office consultation update, the Workforce Development Fund, the HR Service Desk, Succession Planning, the Organisation Change work and the Transformational Change and Communication work.
7.3	The Committee welcomed the report and asked for further information related to the Centre for Workforce Supply (Social Care). Tracey Ashworth-Davies responded that providers in the pilot had met selection criterion. Patricia Matheson added that providers were involved on different bases according to the design of the pilot and that best practice was being shared to maintain standards.
7.4	The Committee welcomed the new sustainability update and the layout in the report and suggested the title included climate change. Tracey Ashworth-Davies agreed to change the heading to Sustainability and Climate Change. <b>Action: TAD</b>
7.5	The Committee asked in relation to the 510 tickets raised through the HR Service Desk on absence management, what issues were staff raising. Patricia Matheson responded that for payroll purposes, line managers contact HR to report sickness absence and contacted them again when the employee returned to work. This results in 2 tickets being raised for one absence. She added that eventually eRostering will enable line managers to record staff sickness directly onto the payroll system.
7.6	The Committee asked in relation to the sickness absence figure, if there was a shift from short-term to long-term absence. Tracey Ashworth-Davies reported that the short-term absence figure fluctuates, but the long-term figure is less susceptible to change. She advised the Committee that staff are being asked to notify their line manager if they are unwell and are advised not to work from home when they are sick.
7.7	The Committee noted in relation to Service Level Agreements (SLA) the redundancy risk is covered by Scottish Government (SG).

7.8	The Committee asked how the External Commission information is reported. Tracey Ashworth-Davies advised that the information is reported through the relevant governance Committee.
7.9	The Committee asked if the Microsoft 365 Cross-organisation Collaboration Programme could be extended to include other providers. Tracey Ashworth-Davies responded that this was being rolled out within Health and trials were taking place to roll out to care based organisations.
7.10	The Committee noted that in section 18.2 of the report, the first paragraph had been duplicated. This will be amended. <b>Action: AG</b>
7.11	The Chair thanked Tracey Ashworth-Davies and the team for the detailed report.
7.12	The Committee approved the Director of Workforce report and confirmed that it provided the Committee with satisfactory assurance.
7.13	Ameet Bellad and Katy Hetherington joined the meeting at 11:14am.
<b>8.</b>	<b>Annual iMatter Survey Results (NES/SGC/23/59)</b>
8.1	The Chair welcomed Janice Gibson to the meeting and asked her to introduce the Annual iMatters Survey Results report.
8.2	Janice Gibson introduced the report and highlighted the Board visibility action outlined in the report. The Partnership Forum had suggested that Non-Executive Board members attend future Corporate Induction sessions, and this is being taken forward. She added that work is underway on staff perception on how performance is managed in the organisation.
8.3	The Non-Executive Director Whistleblowing Champion noted that the Whistleblowing report referred to the new 2023 iMatters whistleblowing questions, but the iMatters report did not include the new questions and results. Janice Gibson responded that she would correlate the two reports. <b>Action: JG</b>
8.4	It was noted that the iMatter whistleblowing questions should be discussed at the next Whistleblowing Steering Group meeting. <b>Action: CB/NEF</b>
8.5	The Committee asked if the report included Doctors and Dentists in Training (DDiT) as those members of staff are unlikely to meet NES Board members. Ameet Bellad will confirm if the report includes DDITs. <b>Action: AB</b>

8.6	The Committee noted that it was unclear if the Board visibility question was answered in relation to Non-Executive members or Executive Directors of the Board.
8.7	The Employee Director reported that they are embedding partnership working across the organisation. She welcomed the SGC Chair involvement with the staff networks, the Directorate Townhall sessions, and the Chief Executive Stand up engagement sessions.
8.8	The Employee Director reported she had received positive feedback from staff regarding the sessions.
8.9	The Committee congratulated the Executive Team on the results noted in the report.
8.10	The Chair thanked everyone involved in preparing the report and the Committee confirmed the report provided assurance. The Committee noted that the report would be sequenced onwards to 23 November 2023 Board.
<b>9.</b>	<b>Staff Governance Monitoring Return (NES/SGC/23/60)</b>
9.1	Tracey Ashworth-Davies introduced the 2022-2023 Staff Governance Monitoring Return which provides assurance that the Staff Governance Standard is being fully and properly applied in NES.
9.2	The Committee welcomed the report and asked if it was Scottish Government (SG) or a NES standard to have a small team of up to 4 members as a key principle. Janice Gibson responded that it was the national group decision, and this number strikes the balance between anonymity and applying the team Action Plan.
9.3	The Committee noted that the report could have shown more of the good work that has been done on transformation through the excellent communication strategy to all staff.
9.4	The Chair thanked everyone for the detailed report and the Committee approved the report.
9.5	Simon Williams and Rob Coward joined the meeting.
<b>10.</b>	<b>Delegated SGC Strategic Key Performance Indicator (SKPIs) Report (NES/SGC/23/61)</b>
10.1	The Chair welcomed Ameet Bellad and Simon Williams to the meeting and asked them to introduce the Delegated SGC SKPIs Report.
10.2	Ameet Bellad introduced the revised performance report on the data available from July to September 2023 in phase 1 of implementing the new

	SKPIs that assure the SGC the Staff Governance Standard is being applied in NES.
10.3	The Committee welcomed the detailed report and asked if we are sharing the SKPIs with staff. Tracey Ashworth-Davies responded that this is shared with staff at Internal Directorate meetings (Townhall meetings).
10.4	The Committee noted the good progress made on developing and aligning the SKPIs.
10.5	The Chair thanked everyone for the work done on the report and the Committee approved the report.
10.6	Simon Williams left the meeting.
<b>11.</b>	<b>Delegated SGC Strategic Risk Report (NES/SGC/23/62)</b>
11.1	The Chair welcomed Rob Coward to the meeting and asked him to introduce the Delegated SGC Strategic Risk Report.
11.2	Rob Coward introduced the report which sets out the 3 strategic risks delegated to the SGC by the Board from the corporate Strategic Risk Register relevant to the SGC remitted responsibilities.
11.3	The Committee welcomed the report and asked in relation to Risk 5 if training for business support could help mitigate the risk. Tracey Ashworth-Davies responded that the action relates to organisation infrastructure, and NES needs to ensure there is enough staff in place to complete the number of commissions.
11.4	The Committee queried Control 2 in Risk 5 and asked if this should be an action rather than a control. Christina Bichan responded that this will be changed to an action to support the risk. <b>Action: CB/RC</b>
11.5	The Committee welcomed the new format and asked if the risk score could be updated if the mitigation factor changes. Christina Bichan responded that the new Planning and Corporate Governance Manager, Debbie Lewsley will proactively update the risks.
11.6	The Chair thanked Rob Coward and the team for the work done on the report. The Committee confirmed the report provided assurance and approved the report.
11.7	Rob Coward left the meeting and Carol Anne Keogh joined the meeting.
<b>12.</b>	<b>Equality and Diversity Mid-Year Performance Report (NES/SGC/23/63)</b>

12.1	The Chair welcomed Katy Hetherington and Ameet Bellad to the meeting and asked them to introduce the Equality and Diversity Mid-Year Performance report.
12.2	Katy Hetherington introduced the report and outlined that the report included a progress update on NES's Equality Outcomes and activities and Equality and Diversity Employment Monitoring Report from April 2022 to March 2023.
12.3	The Committee welcomed the report and commented that it provided helpful detail and was very readable. The committee suggested that the wording in Outcome 5 could be revised. The Chair will email the proposed wording directly to Katy Hetherington post meeting. <b>Action: AC/KH</b>
12.4	The Committee noted that SG is aiming to develop an anti-racism strategy and asked if NES would consider taking this forward with NHS Grampian in a Once for Scotland approach. Katy Hetherington agreed to explore what is proposed in this anti-racism strategy and report. <b>Action: KH</b>
12.5	The Committee queried the DDiT response rate as being low. Katy Hetherington reported that work is taking place with the Deanery to ask DDiTs to update their Turas accounts and promote NES being a Disability Confident Employer. The Employee Director welcomed the neurodiversity work that Jane Duffy, Senior Specialist Lead for Disability is taking forward.
12.6	The Committee raised a query regarding the electronic Employee Support System (eESS) and asked if more Virtual Private Network (VPN) tokens were required. Ameet Bellad responded that work is underway to review this.
12.7	The Chair thanked Katy Hetherington and Ameet Bellad for the report and the Committee approved the report and noted that this would be collated with the other reports for onward sequencing to the 23 November 2023 Board meeting.
12.8	Ameet Bellad and Katy Hetherington left the meeting on the completion of this item.
<b>13.</b>	<b>Quarter 2 Whistleblowing Report (NES/SGC/23/64)</b>
13.1	The Chair invited Christina Bichan and Nancy El-Faragy to introduce the Quarter 2 Whistleblowing report.
13.2	Christina Bichan introduced the report which provided an update on whistleblowing activities for the quarter 2 period from 01 July to 30 September 2023.



13.3	Christina Bichan reported that during this period NES received one formal whistleblowing concern. This case has now been resolved and an update will be provided in the quarter 3 report. She went on to say that an update on the outcomes from the 2 whistleblowing iMatter questions will be provided in the quarter 3 report.
13.4	The Committee queried if all the Confidential Contacts were at a senior level in the organisation and if this would mean that some people may not be confident to contact them. Tracey Ashworth-Davies responded that the latest Confidential Contact was recently promoted but is well known across the organisation and is considered to be approachable to staff. It was noted the Employee Director supported the recent additional Confidential Contact.
13.5	The Non-Executive Director and Whistleblowing Champion added that work is underway with Lindsay Donaldson, Deputy Medical Director to identify another Confidential Contact from a clinical / medical background.
13.6	The Chair asked the Non- Executive Director Whistleblowing Champion if she had any additional remarks to make.
<b>14.</b>	<b>Non-Executive Whistleblowing Champion Remarks</b>
14.1	The Non-Executive Director Whistleblowing Champion thanked Christina Bichan and Nancy El-Faragy for all their hard work, and welcomed the level of detail and information that is presented in the reports. She commended the work Nancy El-Faragy had completed on the “Whistleblowing Standards” blog.
14.2	The Non-Executive Director Whistleblowing Champion went on to say that ‘Speak Up’ week went well and that the Scottish Speak Up conference was a good engagement opportunity. She confirmed that the report provides assurance to herself as whistleblowing champion and had no further comments or recommendations to make.
14.3	The Chair thanked Christina Bichan and Nancy El-Faragy for the report and thanked the Non-Executive Director Whistleblowing Champion for her comments.
14.4	The Committee noted the Quarter 2 Whistleblowing Report and the Non-Executive Director Whistleblowing Champion remarks and confirmed both reports provided satisfactory assurance.
<b>15.</b>	<b>Review of Staff Governance Committee Terms of Reference (ToRs) and Remuneration Committee ToRs (NES/SGC/23/65)</b>
15.1	The Chair welcomed Della Thomas to the meeting and asked her to introduce the Staff Governance Committee ToRs and Remuneration Committee ToRs, which are reviewed annually by the Committee.

15.2	Della Thomas reported that the SGC ToRs had been reviewed against the NES Strategy, the SGC delegated strategic risks, and the SGC delegated SKPIs. She advised that a number of changes were proposed to align the remit of the SGC with the delegated SKPIs. She reported that the Remuneration Committee ToRs had been considered by the Remuneration Committee and approved by correspondence.
15.3	The Committee discussed the ToRs in relation to reports received for approval by correspondence and concluded that the wording would remain as it was for both the SGC ToRs and the Remuneration ToRs.
15.4	The Chair thanked Della Thomas for the report and the Committee approved the SGC ToRs and the Remuneration Committee ToRs for onward sequencing to the Audit and Risk Committee meeting scheduled for 18 January 2024.
15.5	Tracey Ashworth-Davies thanked the Committee for their feedback and left the meeting at 12:33pm. The Committee noted that Patricia Matheson and Janice Gibson would now deputise for Tracey Ashworth-Davies and would remain in attendance for the duration of the meeting.
<b>16.</b>	<b>NHS Scotland Workforce Policies – Supporting Work Life Balance</b>
16.1	The Chair welcomed CarolAnne Keogh to the meeting and asked her to update on the NHS Scotland Workforce Policies – Supporting Work Life Balance.
16.2	CarolAnne Keogh reported on the work that has taken place in partnership with the Employee Director on the suite of 11 policies covered under Supporting Work Life Balance. The refreshed policies went live on 01 November 2023 and include the flexible work pattern and location, retirement, career break, special leave, maternity, new parent support, shared maternity and shared adoption leave, parental leave, breastfeeding, adoption and fostering policies.
16.3	CarolAnne Keogh updated on the work underway to prepare materials, information and communications highlighting the key changes to staff across the organisation including a planned Question and Answer session at the end of November 2023. An update report will be brought to a future SGC meeting.
16.4	The Chair thanked CarolAnne Keogh for the update and for all the work she has done on the policies. The Committee noted the update and asked that an update report be brought to the SGC meeting in August 2024. <b>Action: AG</b>
16.5	CarolAnne Keogh left the meeting after this item.
<b>17.</b>	<b>Identification of any new risks raised at this meeting</b>

17.1	The Committee noted there were no additional risks identified at the meeting.
<b>18.</b>	<b>Employment Tribunals (NES/SGC/23/66)</b>
18.1	The Committee noted the Employment Tribunals update.
<b>19.</b>	<b>Policy/Scottish Government Director Letters as appropriate to Staff Governance Committee (NES/SGC/23/67)</b>
19.1	The Committee noted the Director Letters update.
<b>20.</b>	<b>Change Management Programme Board minutes (NES/SGC/23/68)</b>
20.1	The Committee noted the Change Management Programme Board minutes.
<b>21.</b>	<b>Health, Safety and Wellbeing Forum minutes (NES/SGC/23/69)</b>
21.1	The Committee noted the Health, Safety and Wellbeing Forum minutes.
<b>22.</b>	<b>Partnership Forum minutes (NES/SGC/23/70)</b>
22.1	The Committee noted the Partnership Forum minutes.
<b>23.</b>	<b>Organisation Development Plan (NES/SGC/23/71)</b>
23.1	The Committee homologated the Organisation Development Plan.
<b>24.</b>	<b>Flexible Retirement Options (NES/SGC/23/72)</b>
24.1	The Committee noted the Flexible Retirement Options update.
<b>25.</b>	<b>Any other business</b>
25.1	There were no other items of business to discuss.
<b>26.</b>	<b>Review of Committee Effectiveness</b>
26.1	The Chair asked, do reports to the Committee communicate relevant information at the right frequency, time, and in a format that is effective? Has the Committee benefited from the right level of attendance from Lead Executive or Directors/Authors/Board Secretary/Others? Are there any areas where the Committee could improve upon its current level of effectiveness?
26.2	The Committee confirmed they were content with the quality of reports and welcomed the format improvements in the whistleblowing and equality and diversity reports. The Committee asked for more clarity from report

	<p>authors when answering the Climate Change and Sustainability and Equality, Diversity and Human Rights questions on the cover paper checklist.</p> <p style="text-align: right;"><b>Action: DT</b></p>
26.3	<p>The Committee asked that feedback in relation to the technology issues experienced during the meeting was shared with digital colleagues.</p> <p style="text-align: right;"><b>Action: DT</b></p>
26.4	<p>The meeting closed at 12:53pm.</p>
<b>27.</b>	<p><b>Date and time of next meeting</b></p>
27.1	<p>The next meeting of the Staff Governance Committee will be held on Thursday 22 February 2024, 10:15a.m.</p>

AG/DT/AC/TAD

NES

December 2023

**These minutes were approved by SGC on 22.02.24**

## EDUCATION & QUALITY COMMITTEE

**Approved minutes of the thirteenth meeting of the Educational & Quality Committee (EQC) (which is the fifty-second meeting of the Educational and Research Governance Committee) held on Thursday 7 December 2023 as a hybrid meeting, in person at the Westport Office, Edinburgh and via Microsoft Teams**

**Present:** Annie Gunner Logan, Non-Executive Director (Chair)  
Shona Cowan, Non-Executive Director  
Nigel Henderson, Non-Executive Director  
Peter Donnelly, Co-opted member

**In Attendance:** Ed Challis, Specialist Lead, Nursing, Midwifery and Allied Health Professions (NMAHP)  
Rob Coward, Principal Educator/Executive Secretary  
Chris Duffy, Senior Admin Officer/Committee Secretary  
David Garbutt, Chair of Board  
Janice Gibson, Associate Director, Organisational Development Leadership and Learning (ODLL) (For Items 1-7)  
Gordon Paterson, Director of Social Care  
Ryan Reed, Head of Programme, NHS Scotland Academy, Learning and Innovation (Observing as part of induction)  
Jeanette Stevenson, Associate Director, NHS Scotland Academy (For Item 7)  
Andrew Sturrock, Postgraduate Pharmacy Dean  
Della Thomas, Board Secretary and Principal Lead for Corporate Governance  
Emma Watson, Executive Medical Director and joint EQC Executive Lead  
Karen Wilson, Director of NMAHP, Deputy CEO and joint EQC Executive Lead

### **1. Welcome and introductions**

- 1.1 The Committee Chair welcomed everyone to the meeting. The Chair particularly welcomed Shona Cowan who observed the last meeting as part of her induction but was now present as a member of the Committee. The Committee Chair also welcomed Peter Donnelly who has joined the Committee as a co-opted member. Peter Donnelly is a Professor within the School of Medicine at the University of St Andrews and brings considerable knowledge and experience in relation to medical education which will serve to enhance the Committee's membership. Peter will have a role in supporting Medical Education Reform.

1.2 It was noted that Janice Gibson and Jeanette Stevenson were attending for item 7 and Ed Challis and Andrew Sturrock were attending as part of their induction.

## **2. Apologies for absence**

2.1 Apologies were received from Committee member Olga Clayton, Non-Executive Director. Apologies were received from regular attendees, Kevin Kelman, Director of NHS Scotland Academy and Karen Reid, Chief Executive.

## **3. Notification of any other business**

3.1 There were no notifications of any other business.

## **4. Declarations of interest**

4.1 There were no declarations of interest in relation to the items of business on the agenda.

## **5. Draft Minutes of the meeting held on 14<sup>th</sup> September 2023**

5.1 Emma Watson notified the Committee of a change required under section 9.4, the budgetary position in relation to GP coaching is clear and there will be no further investment. The minutes will be updated to reflect this.

5.2 The Committee then approved the minutes with the amendment above noted.

## **6. Action Status Report and other matters arising**

6.1 The action status report was presented, and it contained 7 completed actions with 1 action in progress.

6.2 The in-progress action related to funding and GP Coaching. As mentioned in the change required to the previous minute, the budgetary position is clear and there will be no further investment. Therefore, the Committee agreed to remove this action.

6.3 The Committee then approved the action report.

## **7. Education & Quality Executive Lead Report**

7.1 The Committee Chair invited Karen Wilson and Emma Watson to introduce the report.

Rob Coward was thanked for his hard work in helping to produce a very comprehensive report.

Karen Wilson and Emma Watson highlighted the following areas of the report for the Committees attention.

- 5.1.3 – Sexual Misconduct in the Health and Care Environment
- 5.4.1.2 – NMAHP Workforce Education and Career Development Programme: Transgender Education Framework

- 5.4.2.1 – Mental Health Workforce Action Plan
- 5.4.3.1 – Artificial Intelligence Fellowships
- 5.4.5.1 – NES SQA Approved Centre – Diploma in Orthodontic Therapy

The Committee Chair opened the report for comments and questions.

- 7.2 The Committee referenced 5.1.3 Sexual Misconduct in the Health and Care Environment and asked, What NES are going to do as an organisation on this subject? Emma Watson replied, this is a very important issue and colleagues have been working with colleges, advocacy groups and educators to produce an outline of work to take forward. The outline of work will be presented to the Scottish Intelligence for Health and Care Network (SIHCN). A package will be produced to raise awareness and highlight what managers and leaders should do. Karen Wilson added, NES are working with stakeholders including the Nursing & Midwifery Council and the Chief Nursing Officer's Team. Emma Watson pointed out there is comprehensive bystander training across the Scottish Health workforce, this is more focussed on bullying and harassment and so the content is being reviewed to make it more explicit in relation to sexual misconduct.
- 7.3 The Committee highlighted 5.3.1 Remote and Rural Healthcare Symposium and asked if it would be possible to get more feedback on how the event went. Emma Watson confirmed the Board will be updated in the Chief Executive report going to NES Public Board on 8<sup>th</sup> February 2024.  
**Action: Emma Watson**
- 7.4 The Committee referred to 5.4.1.2 NMAHP Workforce Education and Career Development Programme: Transgender Education Framework, noting that this is an area of intense public and media scrutiny, and sought assurance that NES is prepared for such scrutiny, in particular with respect to support for staff. Karen Wilson advised that appropriate arrangements are in place and that the comms team has been briefed.
- 7.5 The Committee asked how NES engages with lived/living experience? Gordon Paterson responded, as part of the learning and education quality systems work, he is the lead for co production and lived experience. There is a strong commitment to advancing NES work in this area in the new strategic plan. The Board will be updated through SKPI27.
- 7.6 The Committee referenced 5.4.6.2.1 Developing Senior Systems Leadership (DSSL) and noted that third sector were underrepresented. The Committee asked are their ways NES can promote these opportunities? Gordon Paterson has chaired the interviews for the first two intakes of the DSSL programme and there has been concern that it hasn't attracted the right level of interest from the third sector. Analysis has been done on what might prevent those from the third sector attending and actions have been put in place to mitigate the barriers. One example of this is further stakeholder engagement, specific people have been encouraged to attend the

programme and 12 conversations have taken place. It is hoped a number of these will apply for cohort 3.

7.7 The Committee Chair congratulated the work relating to Enhanced Monitoring and the reduction in sites on Enhanced Monitoring. This work positions NES as a supporting organisation.

7.8 The Committee referred to the NHS Scotland Academy Programme Dashboard: Progress Report at Appendix 1, noting that the Committee had suggested at a previous meeting that a further column be added to the report, summarising the outcome of evaluation activity in relation to each project. It was agreed that this would be looked at for the next report.

**Action: Jeanette Stevenson/Kevin Kelman**

7.9 The Committee noted the Lead Executive Report and confirmed that it provided satisfactory assurance. The Committee Chair thanked all those who had contributed to it.

## **8. Nursing and Midwifery Pre-Registration Performance Report**

8.1 The Committee Chair invited Karen Wilson to introduce this report.

Karen Wilson informed the Committee that NES are commissioned by Scottish Government (SG) to produce this report. It confirms where quality of the pre-registration nursing & midwifery programmes is good and creates action plans for each university. The report does show some significant concerns in relation to recruitment. NES are working with SG, mainly through the Ministerial Taskforce to mitigate these concerns. All issues are being worked on with Universities, NES will follow up on the action plans.

8.2 The Committee asked how the recruitment concerns could be addressed. Karen Wilson replied as you learn options are seen as a potential solution. The ministerial taskforce is reviewing this and recruitment is one of the key areas of focus. The committee noted the issue of over-recruitment to the paramedic programmes, and the apparent contradiction with the earlier item in the Lead Executive's report at item 5.4.1.3 (Technician to Paramedic Progression Route Update Summary).

8.3 The Committee asked for confirmation on who then acts on the findings of the report. Karen Wilson confirmed that NES work with universities to create action plans, these are then put forward to the Chief Nursing Officer Directorate for sign-off.

8.4 The Committee asked to what extent had Brexit caused a drop in applicant numbers and Karen Wilson responded. Nursing applicants are very local and always have been.

8.5 The Committee Chair thanked the authors of this report. The Committee noted the recommendations and confirmed that the report provided the necessary assurance.



## **9. Medical and Dental Recruitment Update**

9.1 The Committee Chair invited Emma Watson to introduce the report.

Emma Watson drew the Committee's attention to the very successful recruitment to training posts across Scotland. There are still challenges in the rural areas and the North of Scotland. A third of Scottish training posts are filled by International Medical Graduates (IMGs). NES do great work on a specific induction for IMGs, plus further work on differential attainment.

9.2 Dental Recruitment was noted as also being successful with no concerns to raise from Postgraduate Dental Dean, David Felix.

9.3 Andrew Sturrock provided an update on Pharmacy recruitment; 300 students will graduate from university but there are only 220 funded Scottish training posts. 19 students from the Scottish school of Pharmacy haven't got places this year and will have to travel to England or Wales.

9.4 The Committee noted the concerns identified with respect to a number of specific medical specialties, and also noted that strategies are in place to address this.

9.5 The Committee confirmed this report provided assurance and noted the recruitment update.

9.6 The Committee Chair thanked all involved with the production of an excellent report.

## **10. Medical and Dental Progression Outturn**

10.1 The Committee Chair invited Emma Watson to introduce the report.

10.2 Emma Watson informed the Committee that this report is provided annually and reports on trainee doctors progressing appropriately through their training. The data aligns with NHS England and the report shows that the trainee doctors are progressing as expected.

The Committee Chair opened to the Committee for questions.

10.3 The Committee asked what happens when a doctor is removed from training? What happens next and are they able to get back in? Emma Watson replied, this depends on the specialty. For example, if you are released from General Practice training then you have to look for other career opportunities within medicine. The majority of other training programmes there are opportunities within the same specialty at different levels. More information in this area will be provided at the upcoming Board Development session on Medical Education Reform.

10.4 The Committee noted the report and confirmed it provides the necessary assurance.

The Committee Chair thanked colleagues for the report.

## **11. Medical Revalidation Report**

- 11.1 The Committee Chair invited Emma Watson to introduce this report which provided the Committee with an overview of medical appraisal and revalidation in Scotland. It was recognised that the Scottish Online Appraisal Resource (SOAR) requires updating and there have been some challenges with this process due to procurement. NES are working in partnership with SG to overcome these challenges and Emma Watson is directly involved in these meetings.
- 11.2 The Committee noted the report and confirmed it provided the necessary assurance.

## **12. Sharing Health and Care Intelligence Network (SHCIN) Update Paper**

- 12.1 The Committee Chair invited Emma Watson to introduce this report which is coming to Committee to seek assurance from the Committee on NES contribution to the SHCIN. It was noted that Emma Watson and Simon Watson, Healthcare Improvement Scotland co-chair the Network.

The report was opened to the Committee for questions.

- 12.2 The Committee noted that there was a clear message in the paper that actions would sit with individual organisations that from the network and be reported through their own governance processes. Would the review panel be an escalation from the network? Emma Watson confirmed there would be five options of action and SHCIN would decide which action should be taken, if any. If the action is to escalate to ministers, Emma Watson and Simon Watson would do this by going through accountable officers in their respective boards.
- 12.3 The Committee asked if Care are represented on the network. Emma Watson confirmed that the care inspectorate is a member. Emma Watson agreed to invite Gordon Paterson to become a member of SHCIN.  
**Action: Emma Watson**
- 12.4 The Committee noted the update and confirmed it provided the necessary assurance.

## **13. EQC Strategic Key Performance Indicators (SKPIs)**

- 13.1 The Committee Chair invited Karen Wilson and Rob Coward to introduce this report which lists the delegated SKPIs for the Education and Quality Committee.

The report was then opened up to the Committee for questions.

- 13.2 The Committee noted a statement in the report that further clarification is needed regarding the purpose of each SKPI, and that clarity is also required about the purpose of some of the measures. The Committee also noted that in several areas, data remains unavailable. Karen Wilson explained that, when developing the strategy, a common-sense approach was taken as to what KPIs would assure NES are meeting the strategy. The key issues are

the availability of data in some instances, and whether the data, where available, provides assurance. Measures and data sources are being refined and may need to be revised. The Committee Chair agreed to raise this with the board, with a view to understanding whether these issues are also being raised in other committees with respect to performance data.

**Action: Annie Gunner Logan**

13.3 The Committee queried why the SKPI report included 20 SKPIs, whilst a paper later on the agenda in relation to the EQC ToRs specified 23 SKPIs and asked what the correct number of delegated SKPIs was. Della Thomas advised the Committee that the EQC ToRs paper referred to SKPIs 26 and 28 which had been originally delegated to EQC, but it has since been agreed that whilst EQC may have an interest in these, the Technology and Information Committee will receive the performance reports. The other SKPI referred to in the EQC ToRs paper is number 16 and this is currently under development and so at this point in time the correct number of SKPIs delegated to the EQC is 20.

13.4 The Committee noted the SKPI report and the ongoing developmental work to provide more data and assurance. The Committee Chair thanked Karen Wilson for the report.

#### **14. EQC Strategic Risk Report**

14.1 The Committee Chair invited Rob Coward to introduce this report. The Committee were asked to consider the strategic risks pertaining to education and quality and to confirm that the mitigating controls and planned actions provide adequate assurance that they are being managed effectively.

14.2 The Committee noted that with respect to Strategic Risk 11 it appeared that some controls have been removed since the board last reviewed risk at its August meeting. Rob Coward agreed to review this after the meeting.

**Action: Rob Coward**

#### **15. Identification any key risk emerging from this meeting.**

15.1 No risks were identified from the business discussed at this meeting.

#### **16. Review of EQC ToRs**

16.1 The Committee Chair invited Della Thomas to introduce this item which brings the EQC ToRs to the Committee for annual review and approval. Work has been undertaken to review all of the EQC delegated SKPIs against the ToRs and the amendments recommended.

16.2 The Committee Chair noted in particular point 9.4 in the ToRs – that EQC will “Seek assurance in relation to progress with the implementation of education and learning strategies and policies” and proposed that how the Committee takes this forward should be on the agenda once the strategy has been approved by the board.

- 16.3 The Committee requested that EQC still have sight of TURAS Refresh as it will generate data that is key to the EQC SKPIs. It was agreed that this, as well as points raised by the Committee about the articulation of the TURAS Strategic Risk, will be taken back for discussion at the TURAS Refresh Programme Board. It was also noted that the whole NES Committee structure will be going under review.

**Action: Karen Wilson/Emma Watson**

- 16.4 The Committee approved the EQC ToRs.

**17. Consultations Log and Parliamentary business update**

- 17.1 The consultations log was noted.

**18. Scottish Government and NES Educational policies**

- 18.1 There is no policy to report at this meeting.

**19. Committee Effectiveness**

- 19.1 The Committee Chair invited the EQC to review Committee effectiveness and reviewed the effectiveness questions. They considered if the reports to the Committee communicated relevant information at the right frequency, time, and in a format that was effective. The Committee confirmed the reports were effective and at the right frequency. It was suggested that report authors might consider greater use of hyperlinks and colleagues agreed to look at this.

The Committee considered if they benefited from the right level of attendance from Lead Executive or Directors/Authors/Board Secretary/Others? The committee confirmed the right level of attendance was achieved.

The Committee checked if there were any areas where the Committee could improve upon its current level of effectiveness? The Committee didn't highlight any other areas for improvement of effectiveness at this meeting.

**20. Any other business**

- 20.1 There was no other business to discuss.

**21. Date and time of next meeting**

- 20.1 The next meeting of the Education and Quality Committee will be held on Thursday 7 March 2023, 10:15 a.m. via MS Teams

CD/AGL/KW/EW

January 2024

V.03

Signed by Annie Gunner Logan, Karen Wilson and Emma Watson 07/03/2024.