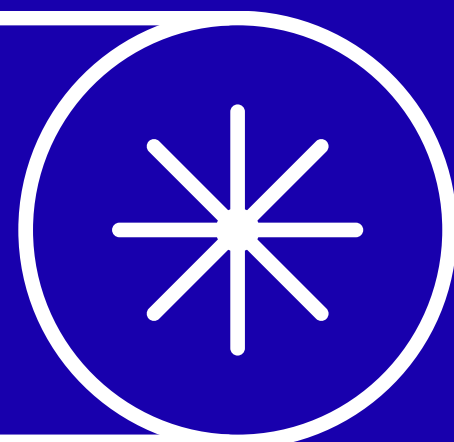


NHS Education for Scotland



2024-2025

Annual Review



NHS Education for Scotland (NES)

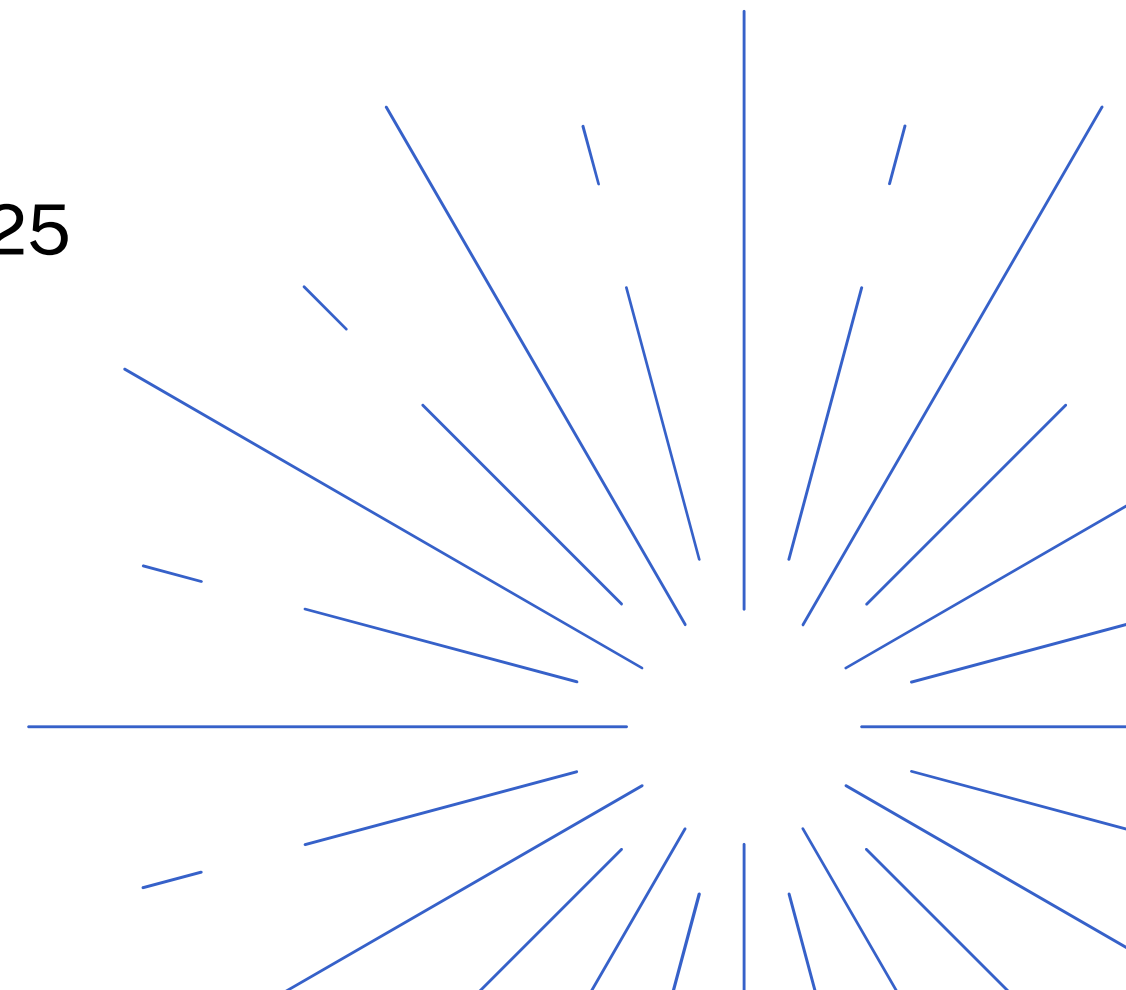
2024-2025 Annual Review Programme



13 NOVEMBER 2025

Today's Agenda

- 10:00am Session 1 - Presentation - NES Annual Review 2024-2025
- 10:40am Q&A
- 10:50am **Break**
- 11:00am Session 2 - Presentation NES Achievements 2021-2025
- 11:50am Q&A
- 12:00pm **Close**
- 12:05pm LUNCH and Private Session
- 13:00pm Close



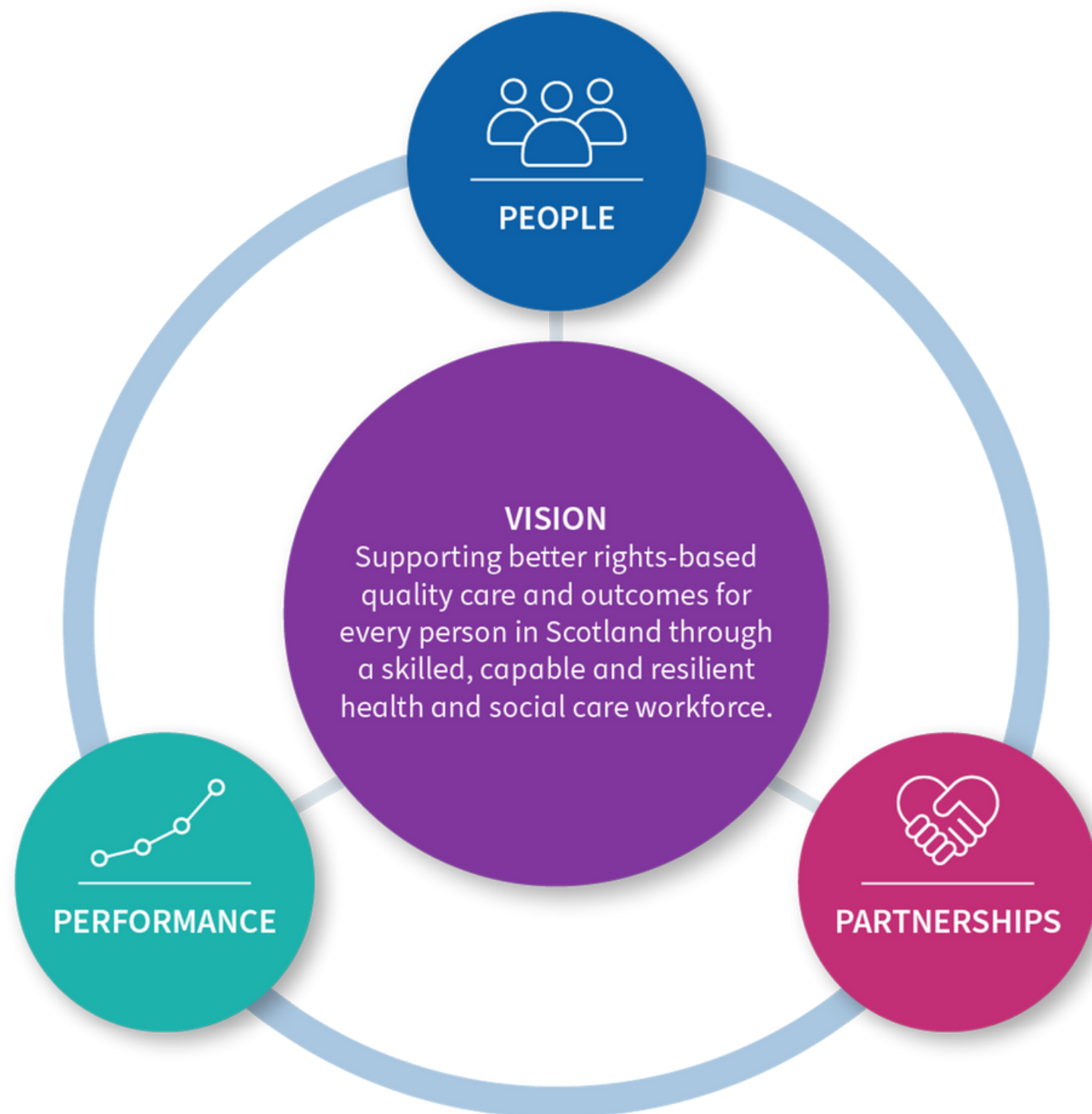
Session 1

NES Annual Review

2024-2025



Delivery 2024-2025



- Our 2045/25 Annual Delivery Plan set out our contribution to delivering the NHS Scotland Recovery Plan 2021-26 and our medium-term priorities.
- Our Delivery intentions were met for **84%** of the deliverables outlined in our Annual Delivery Plan with a further **14%** subject to only minor delays.
- Significant delays were experienced in only three areas – impacted by staff capacity, funding delays and the challenging fiscal environment.
- SKPI performance was met for **76%** of indicators, in year 2 of delivering this new approach to performance management.

NES Workforce 2024-2025



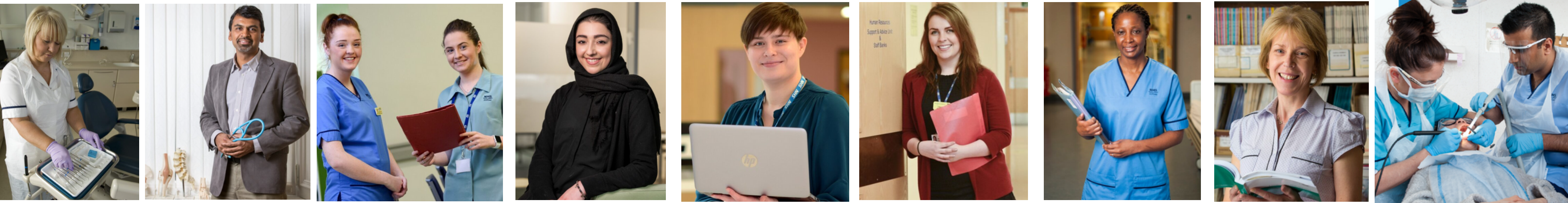
1,994

**Doctors and Dentists
in training**

1219

**Education and
support staff**

NES is a major employer within
NHS Scotland, employing over
3200 staff



Staff Governance 2024-2025



Employee
Engagement
Index
84%



NES iMatter
Response rate
90%
(87% 23/24)



Essential Learning
Compliance
90.8%
(87.9% 23/24)



Staff
Turnover
12.1%



Sickness Absence
Rate
1.85%
(2.6% 23/24)



Developing the health and social care workforce 2024-2025

Undergraduate placements



6,738

Medical



949

Dental



1,108

Pharmacy

Reducing Inequalities workstream (Dental)



667

Open Badges



508

Caring for Smiles

Postgraduate training programmes



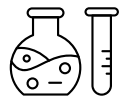
6,970
Medical



273
Dental



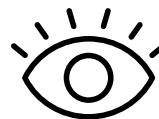
1,198
Pharmacy



123
Clinical
Science



369
Psychology



67
Optometry



Nursing, Midwifery and
Allied Health Professional
students

We enable high-quality placements
for **17,000+** nursing, midwifery and
allied health students.

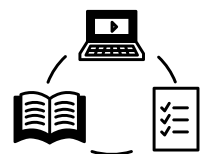


Social Care

- NIF learners **1820**
- SCCOT accessed by **4019**
- Equal Partners in Care (EPiC) **2022**

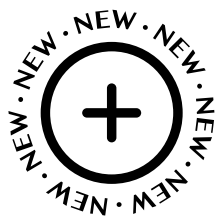


Developing the health and social care workforce 2024-2025



TURAS | Learn

- visits to Turas Learn **1.4m**
- NES e-learning accessed **169,000**



New additions to TURAS

- e-learning modules added **167**
- Courses **569**
- Learning programmes **12**



NHS Lothian began using TURAS Learn as their corporate learning management system

NHS Scotland Academy



+ 12,500



Healthcare Science

- Published Level 2–4 career framework resources



Simulation & Mobile skills unit



- **31 visits**
- **160 training sessions**
- **1,400 people trained**
- **100%** said training on the MSU was of benefit to them
- **90%** said the MSU provided training that otherwise they would not have access to locally.



Scottish Infection Prevention and Control Education Pathway (SIPCEP)

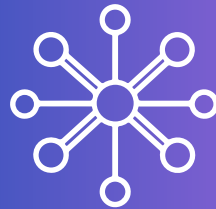
- Used by **137** Scottish organisations (including Councils, Health and Social Care Partnerships, Colleges, Universities and NHS Boards)
- Over **311,000** Turas module and assessment completions by users across **187** countries

Data & Digital Delivery Highlights (2024–2025)



Education, Training & Workforce (ETW)

- Automated Out of Programme
- Paramedic Student Indexing
- Remote & Rural Credential
- Mandatory learning improvements in Turas Learn



National Digital Platform (NDP)

- Medical Devices Data Hub
- Over 3M vaccination events
- Digital Dermatology (ANIA)
- Digital Front Door
- Upgrade to the Electronic Master Patient Index (CHI) service



Health & Social Care (HSC)

- OpenEyes
- National Real Time Staffing (RTS)
- SCI-Diabetes
- Turas Weight Management
- Commenced development of MyCare.Scot app as public-facing Digital Front Door interface.



Data & Intelligence

- Quarterly NHS workforce statistics and annual Pharmacy/Dental reports
- Publications covering Doctors, Nurses, Midwives, and Allied Health Professionals



Impact:

These enhancements facilitate more efficient workforce management, improve training and development experiences, and support the delivery of high standards of care across NHS Scotland.



Impact:

Delivered transformative digital infrastructure across Scotland's health and social care system—enabling safer patient outcomes, national-level analytics, and cross-sector innovation through integrated data services for medical devices, vaccinations, dermatology imaging, public-facing digital access, and social care.



Impact:

Collectively, these innovations demonstrate NES's leadership in scalable, data-driven healthcare solutions for the Health and Social Care workforce.



Impact:

Provides a robust evidence base for strategic planning, policy development, and operational decision-making across the health and social care system.



Financial Performance 2024-2025

Key Financial Targets 2024-2025

Revenue
Surplus
£0.2m

Capital
Breakeven

Cash
Requirement
Breakeven



**Total Gross
Expenditure**

£907 million

(2023/24 £815 million)



**Staff
Expenditure**

£265 million

(2023/24 £242 million)



**Other
Educational
Support
Expenditure**

£50 million

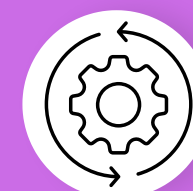
(2023/24 £48 million)



**Postgraduate
Training Grade
Salaries**

£425 million

(2023/24 £376 million)



**Medical, Dental
& Pharmacy
ACT**

£167 million

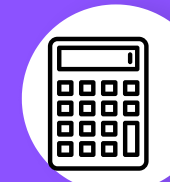
(2023/24 £151 million)



**NES
Infrastructure
Expenditure**

£127 million

(2023/24 £115 million)



**Total Net
Expenditure**

£780 million

(2023/24 £700 million)

During 2024-25 we delivered a complex budget of £780 million within a margin of 0.03%



Our Directorates' Key Achievements

2024-2025

↑
People and Culture

↑
Nursing Midwifery & Allied Health Professionals (NMAHP)

↑
Finance

↑
Social Care & Communities

↑
Pharmacy

↑
NES Technology Service (NTS)

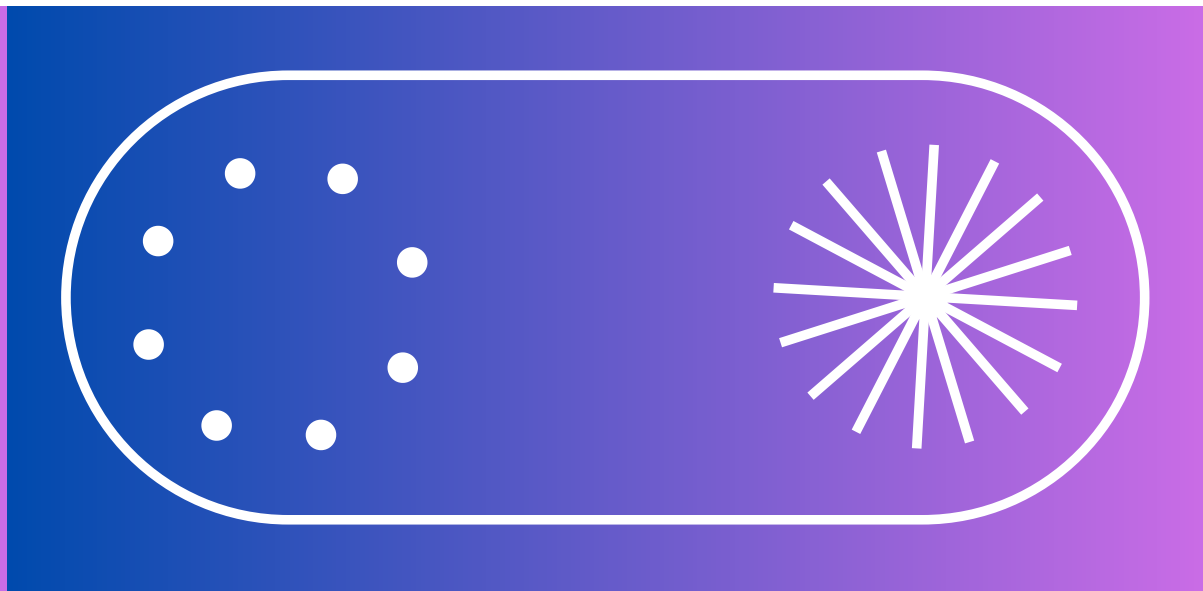
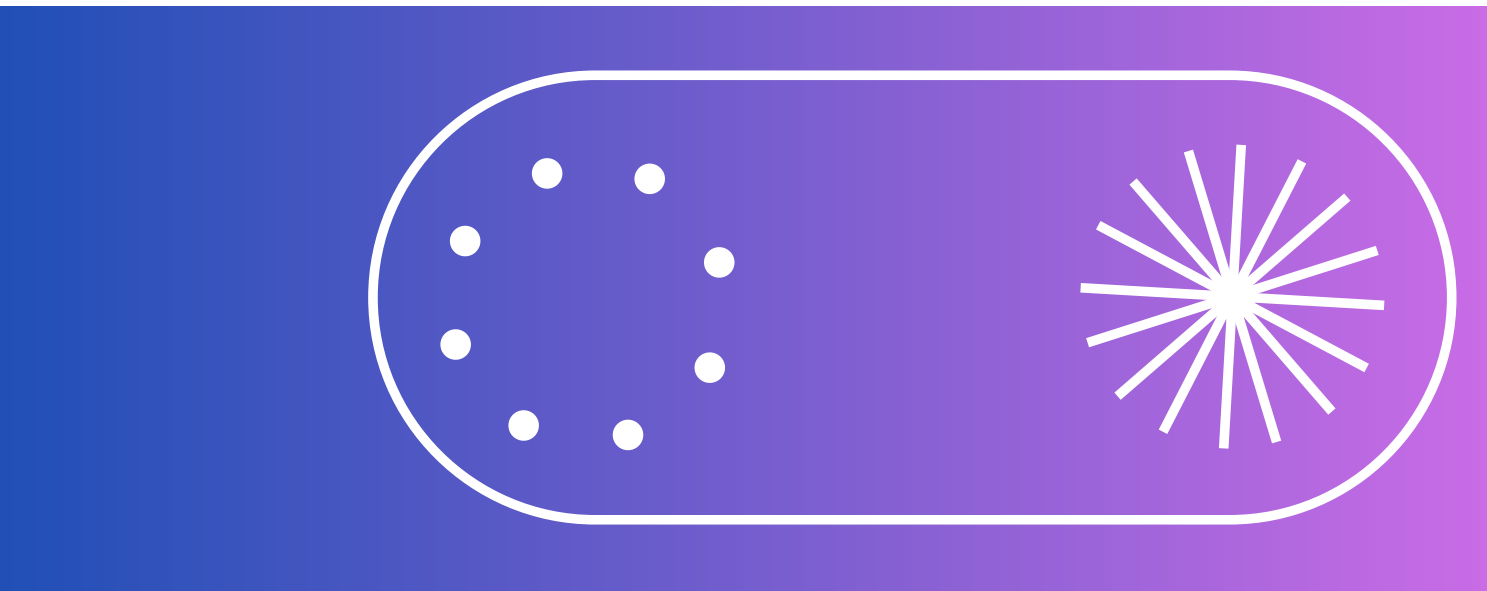
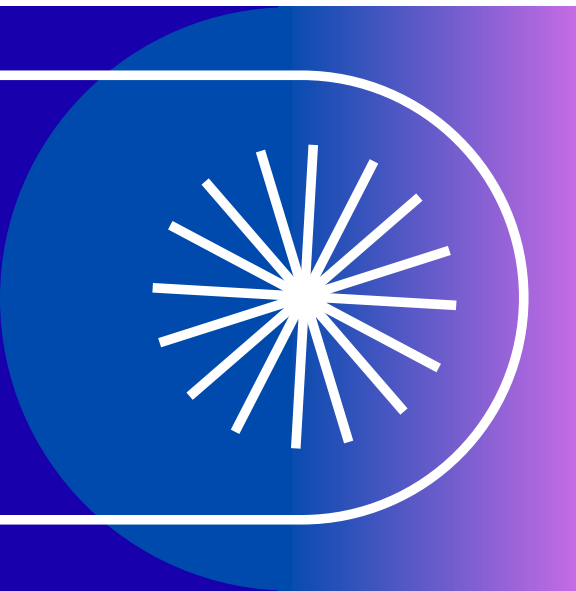
↑
Dentistry (incl. Optometry)

↑
Planning, Performance & Transformation

↑
Psychology

↑
NHS Scotland Academy, Learning & Innovation

↑
Medical (incl. Healthcare Science)





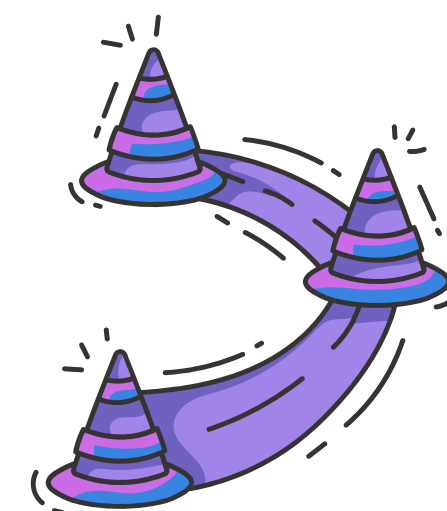
Session 1

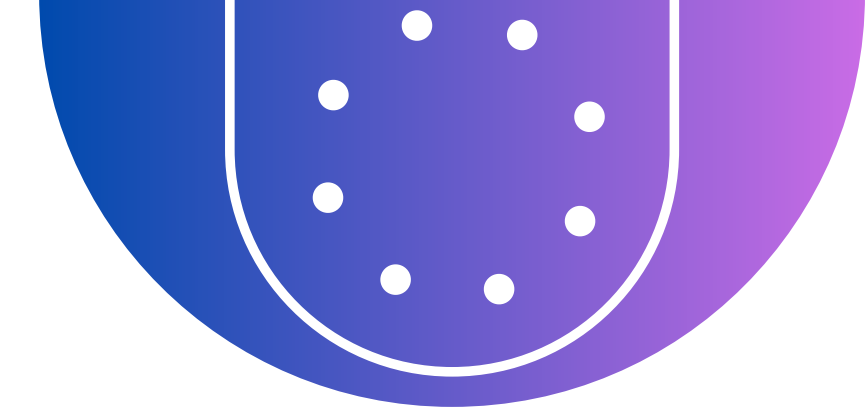
Session 2



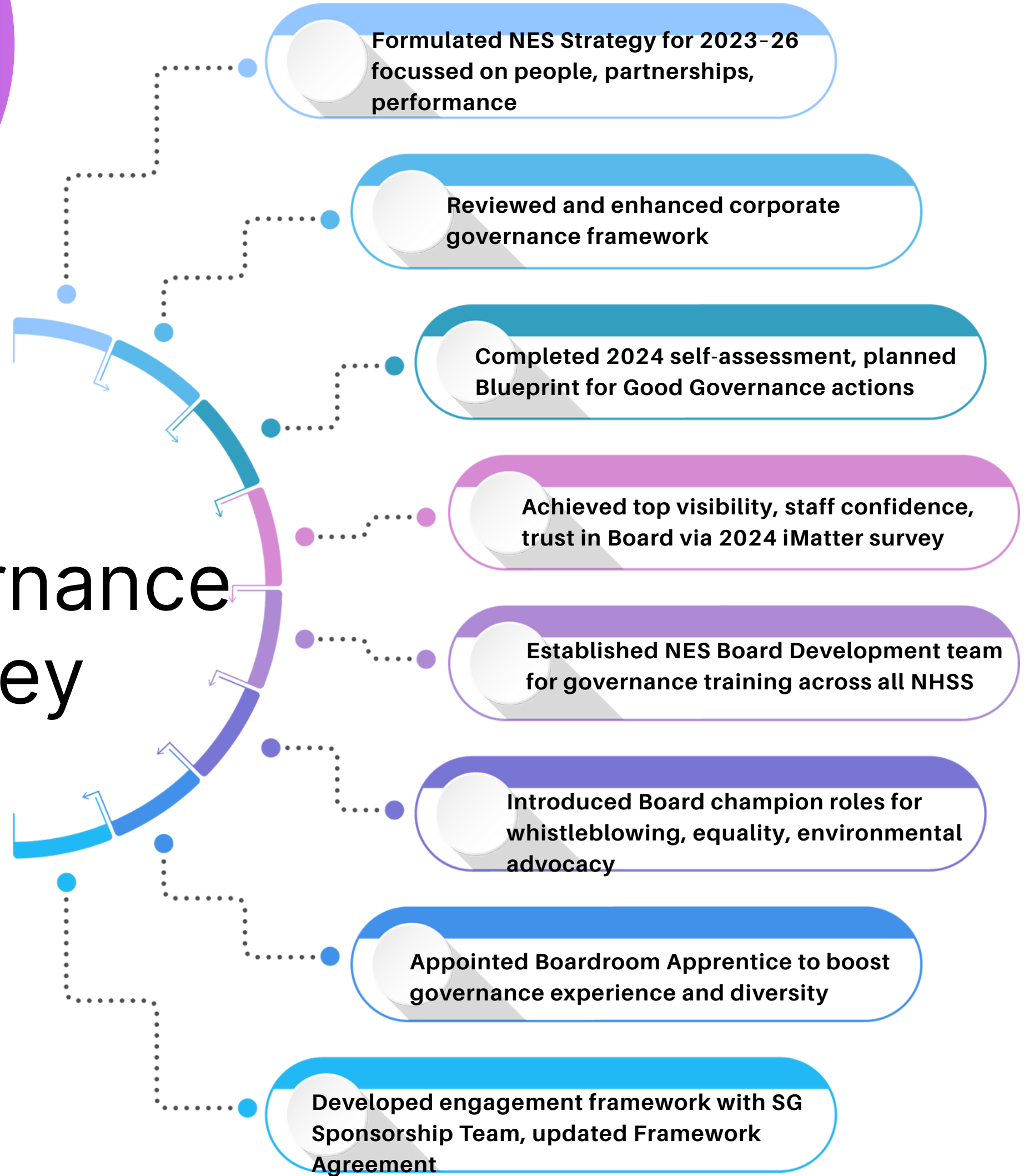
NES Achievements 2021-2025

Our Transformation Journey





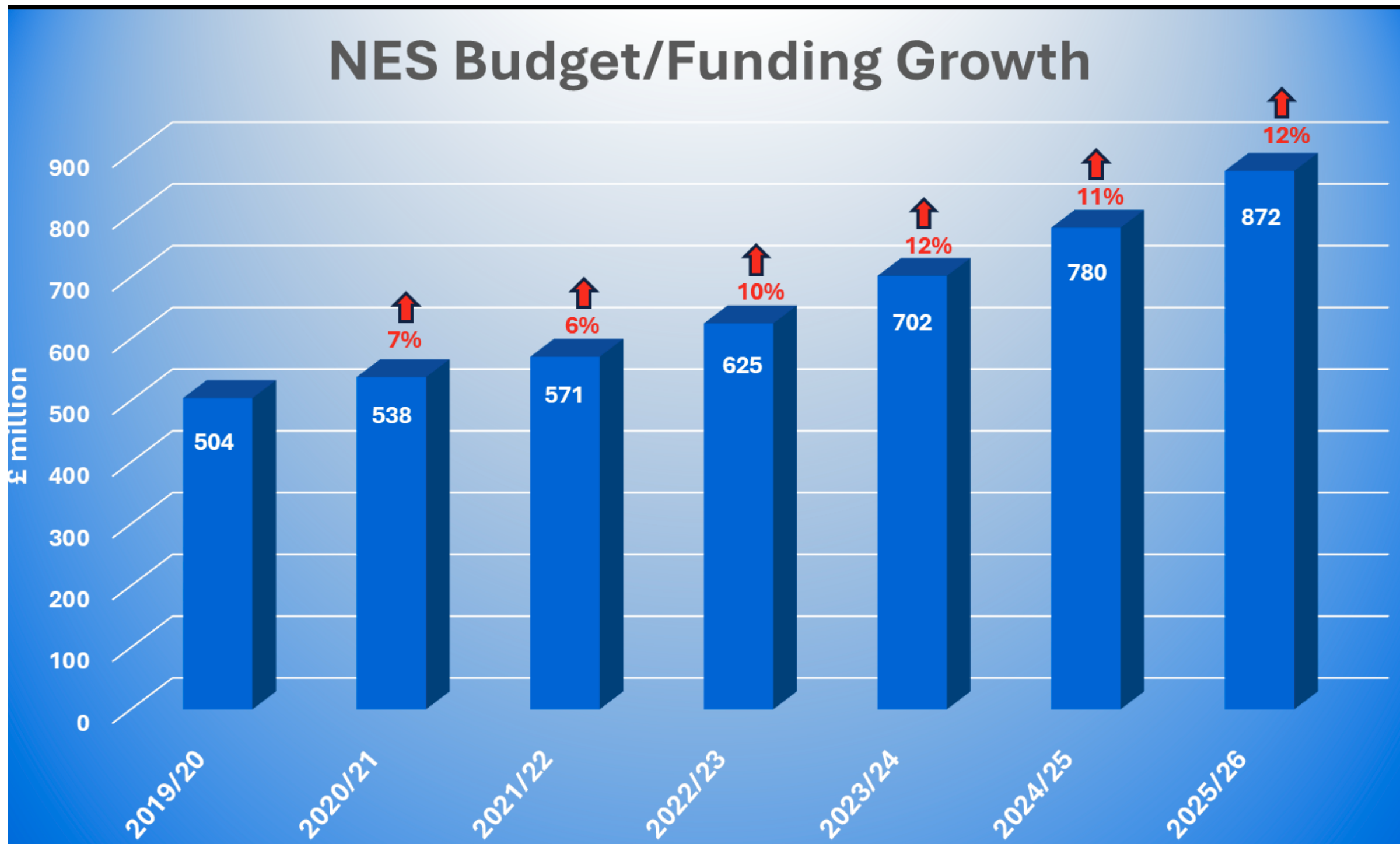
NES Governance Journey



Since 2021 we have driven key governance improvements across the organisation – introducing strategic KPIs, strengthening governance and risk management, refining our planning approach, and delivering exceptional financial results.



Impact: Improved NES's Strategic Direction, operational efficiency and accountability to our Stakeholders.



73% budget/funding growth since pre-pandemic period

NES budget growth has been driven by:

- Inflationary growth through annual pay awards
- NES support for continued expansion of numbers of doctors and dentists in training and associated SG funding to enable this
- Funding for increased commissioning of NES as the preferred delivery partner for digital healthcare, as well as many other commissions across all policy areas

NES has:

- Achieved all financial targets in recent years
- Identified £9.2m of savings in the 2025/2026 Financial Plan, and is on track to fully achieve this target
- Achieved **savings of £28m** over the last **5** years
- Achieved savings of **£20m** over the last **3** years
- Identified funding for the redevelopment of Digital Learning Infrastructure (Turas redesign)

Improvements in NES risk management and reporting have strengthened our processes and provided more effective Board and Governance Committee oversight and assurance

2022 - 2023

Transition to revised Strategic Risk Format.

- External Review conducted.
- Alignment of Strategic Risks with NES strategic priorities.
- Enhancement of Board assurance through new reporting format.
- Risk Management Group established.

2023 - 2024

Enhancing NES risk management

- Enhanced Risk Framework and Scoring Matrix approved.
- Refreshed Risk Management Strategy endorsed.
- Risk Management training established.
- Directorate level risk logs implemented.

2024 - 2025

Improving risk approach and reporting

- Alignment of NES risk appetite.
- Development of Directorate level risk reporting initiated.
- Development of Once for NES approach for operational risk.

2025 - 2026

Launch of Once for NES approach to risk management.

- Implementation of routine Directorate level risk reporting to the NES Executive Team
- Launch of Once for NES approach for all levels of risk.



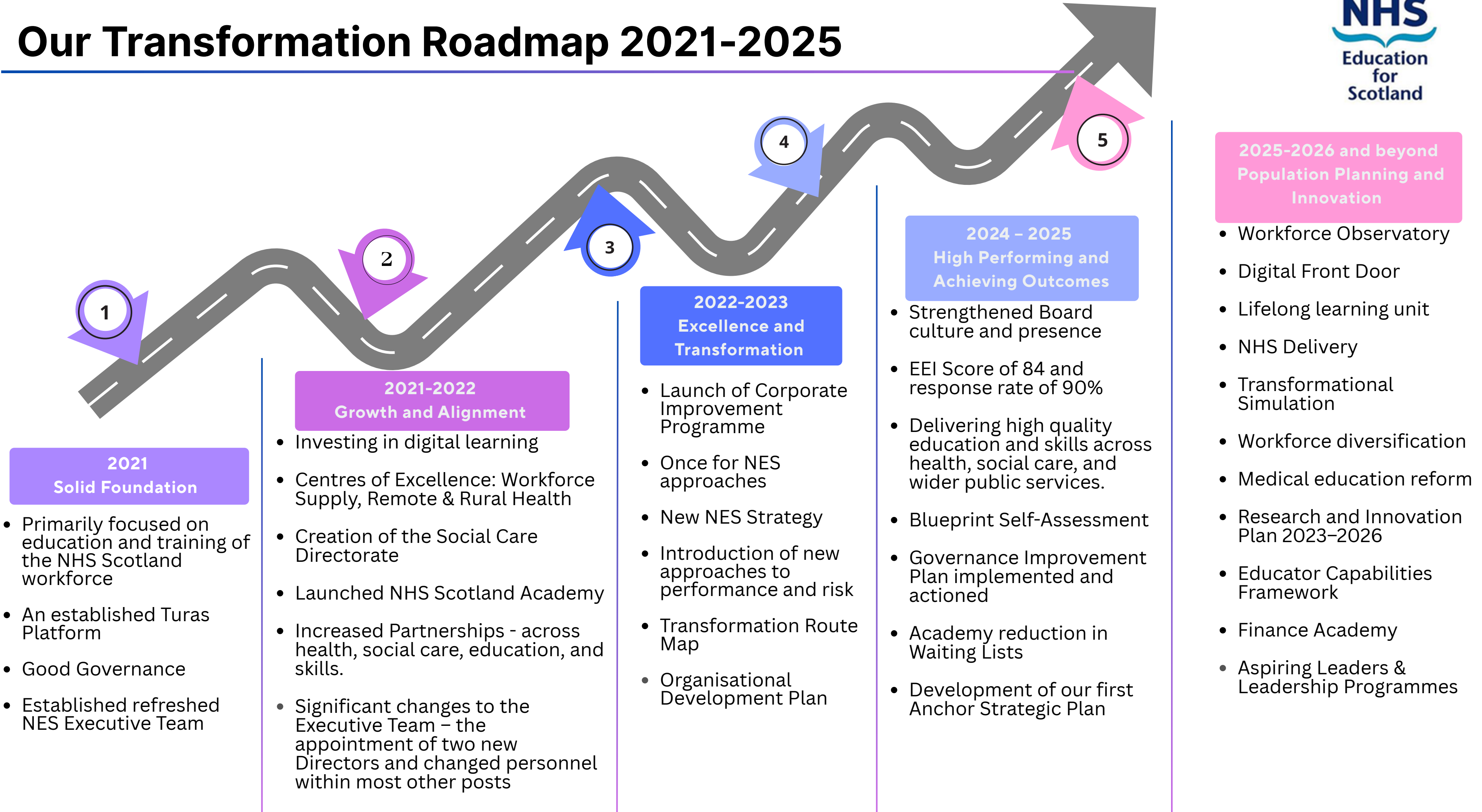
Impact: Underpinned by the change plan set out via our transformational road map, development of a Once for NES risk approach that supports the delivery of improved health and social care outcomes.

Performance Reporting and Strategic KPIs (SKPIs)



Impact: Focused on strategic priorities. Underpinned by the change plan on the transformational road map, a series of interconnected projects which enable cross-directorate working, driving improvement to the betterment of H&SC outcomes.

Our Transformation Roadmap 2021-2025





How we have we supported our staff



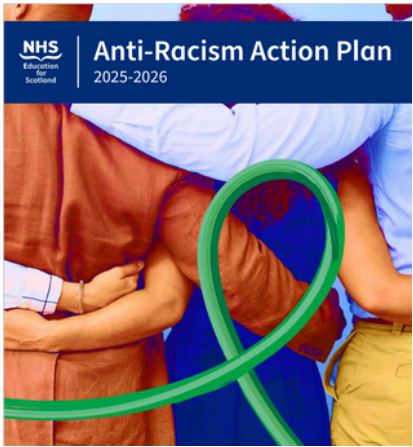
**CEO Stand-Ups
and Webinars**



Learning at Work Week



Driving Gender Equality –
Active in Equally Safe at Work
programme; aiming for
accreditation by 2026



**Anti-Racism Action Plan
(2024/25)**



**Wellbeing Matters
Hub and Network**



**Real living Wage
Accreditation(2025)**



Staff Equality Networks



Digital Confidence Programme

**Digital Modern
Apprentceships**



**Line Manager
Network &
Handbook**



Whistleblowing



Coaching



**NES Staff
Conference**



Impact: The creation of a culture where NES staff can thrive and be their best at work



Our Learners and Future Workforce

Driving Digital Learning and Knowledge Access

Empowering Scotland's Health & Social Care Workforce

Our digital learning platform and national digital library provide on-demand access to high-quality education and resources – supporting safer, more effective care across Scotland.

Providing high-quality learning and education to support safer, more effective care across Scotland

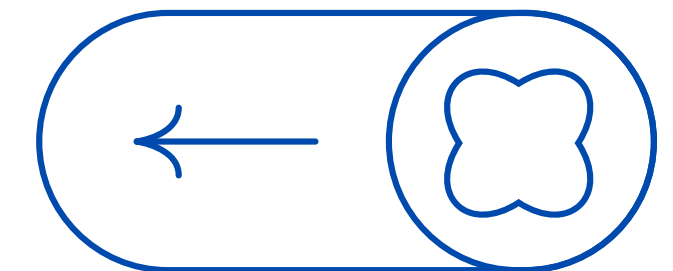


Impact: The workforce is well-informed and equipped with the latest evidence driven content

TURAS

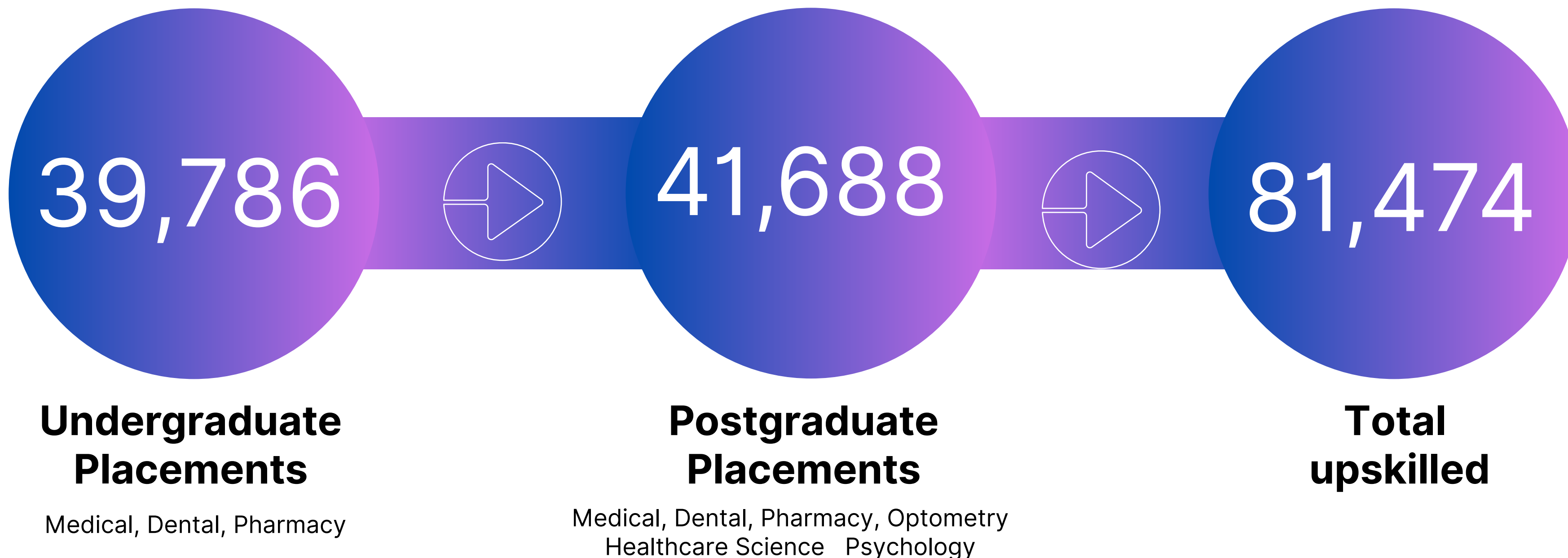
Overview

2021-2025





Undergraduate and Postgraduate Placements 2021-2025



Impact: This has strengthened the health and social care system by addressing workforce shortages, improving patient access to care, and ensuring a steady pipeline of well-trained doctors, dentists, pharmacists, healthcare scientists, psychologists and optometrists to meet growing demand



VISION

A diverse, skilled, and sustainable medical workforce for Scotland.



KEY ACHIEVEMENTS

- Significant stakeholder engagement
- Realignment to three regions - North, East and West
- Redistribution of training places to meet population need
- Embracing simulation based and advanced technologies to complement and enhance current training programmes
- Scottish-specific recruitment pilots launched



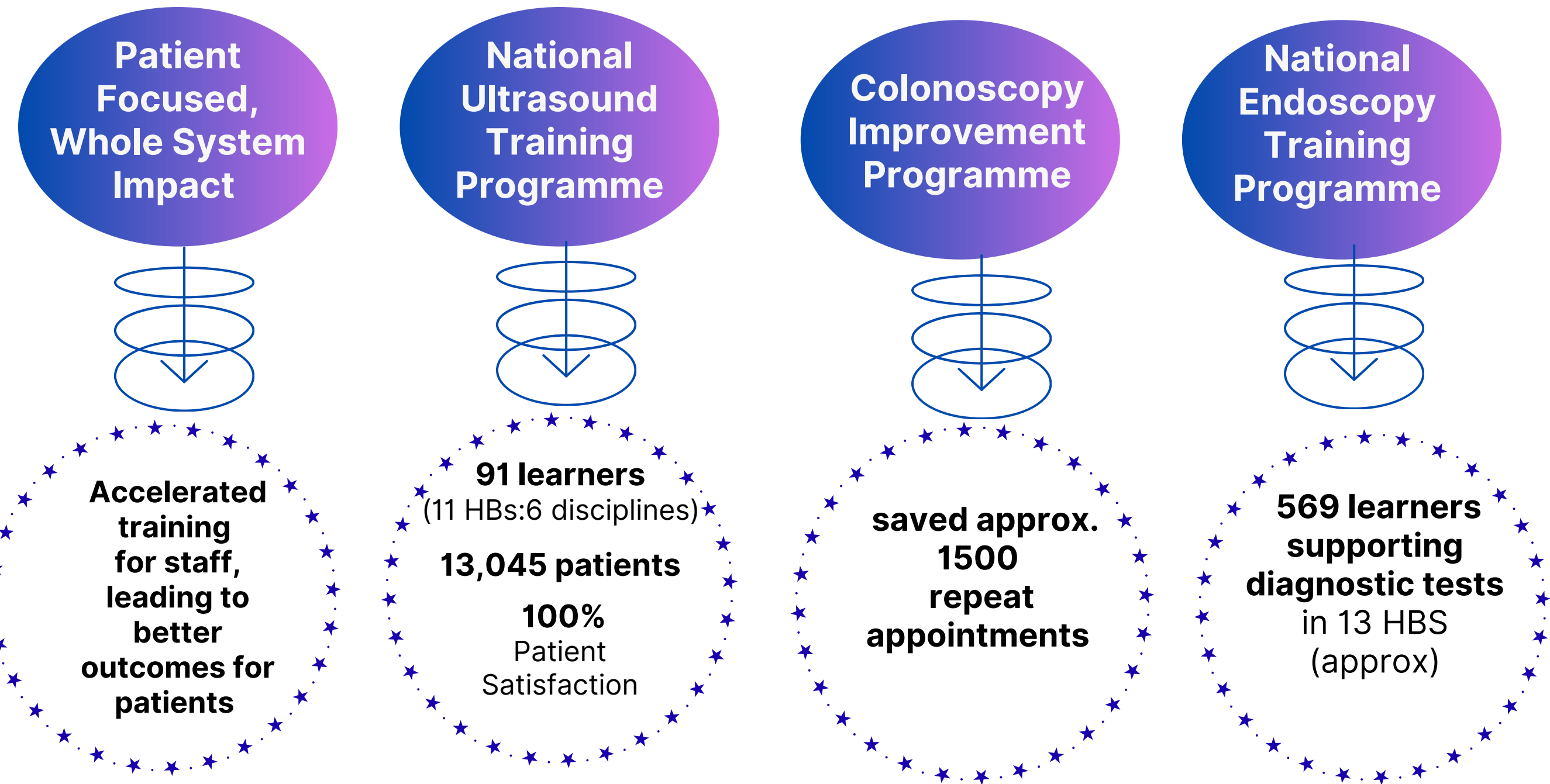
FUTURE FOCUS

- Modernise training pathways
- Enable flexible, inclusive career paths
- Increase Scottish student intake
- Attract and retain Scottish medical graduates to live and work in Scotland
- Support the wellbeing of the medical workforce in Scotland
- Data-driven workforce planning

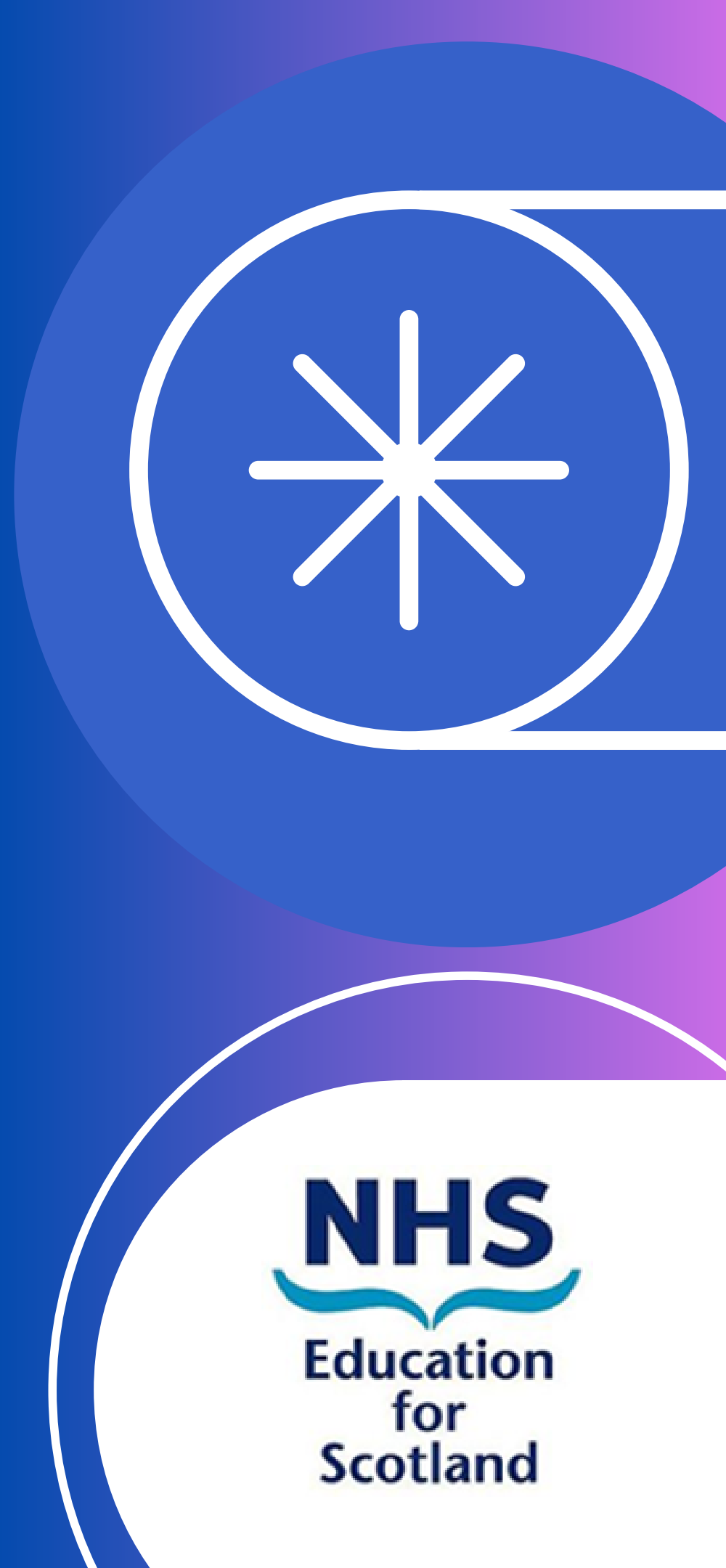


IMPACT

- More efficient, equitable, and sustainable workforce
- Improved retention, wellbeing, and training experience
- Better alignment with Scotland's health needs



Impact: These programmes are helping people receive the care they need more quickly, to a higher quality, and in a convenient location.





Social Care and Communities Directorate – educating the social care workforce



The Social Care and Communities Directorate was commissioned by the Scottish Government to work jointly with the **Scottish Social Services Council** to develop a **National Induction Framework** for adult social care and the **Social Care Career Options Tool**. Since launch earlier this year we have seen:

Framework

- Over 1,820 users have undertaken the training.
- More than 670 users have linked their learning to their SSSC account to evidence continuous professional learning.

Tool

Social Care Career Options Tool

- Attracted 4,019 users exploring career pathways in social care.

Equal Partners in Care (EPiC)

- Accessed by 2,022 learners, supporting person-centred care and partnership working.

Turas

Turas Learn Content for Social Care Workforce

- A systematic review of over 20,000 learning products was conducted.
- 500 products identified as already suitable for the social care workforce.
- An additional ~100 resources will be added through the repurposing process, reinforcing NES's commitment to the sector.



Impact: NES's offer for the social care workforce spans across the career trajectory, supporting learning and career pathways to enhance the competence, confidence and capability of the social care workforce, and to improve the quality and sustainability of these critical services.

Progress and Impact of Pharmacy and Psychology

Empowering Pharmacists Across Scotland

independent prescribing - progress and impact

1,154
pharmacists
trained as independent
prescribers in the past
five years

This programme supports
the Scottish Government’s
commitment to:

-  Pharmacy First Service
-  Pharmacotherapy Service
-  Acute Patient Care

610
pharmacists
currently in training



Psychology: Transforming Care Across Scotland

NES Psychology has driven workforce growth, service innovation, and improved access to evidence-based psychological therapies for people across Scotland.

- Psychology training has
- strengthened mental health services
 - increased capacity to address waiting times
 - supported the delivery of high-quality care across the lifespan

By equipping the workforce and shaping service delivery, NES Psychology is helping Scotland’s health and social care systems deliver better outcomes for all.

In 2024/25, education and training offers have been accessed **193,848** times by multidisciplinary and multisectoral staff.





Our Directorates' Key Achievements

2024-2025

↑
People and Culture

↑
Nursing Midwifery & Allied Health Professionals (NMAHP)

↑
Finance

↑
Social Care & Communities

↑
Pharmacy

↑
NES Technology Service (NTS)

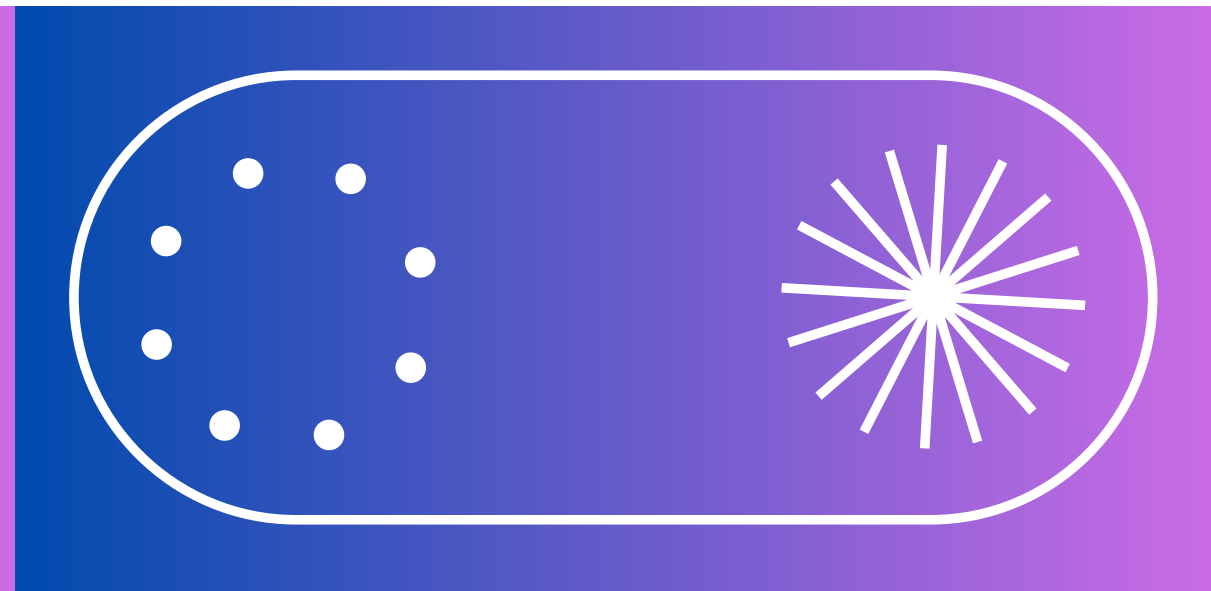
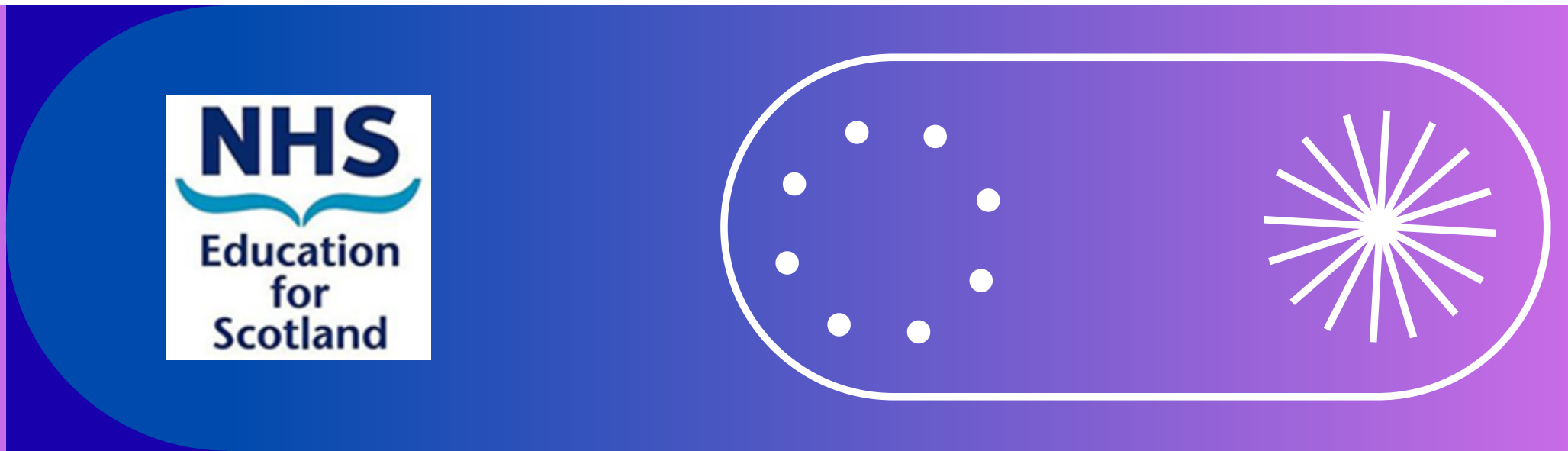
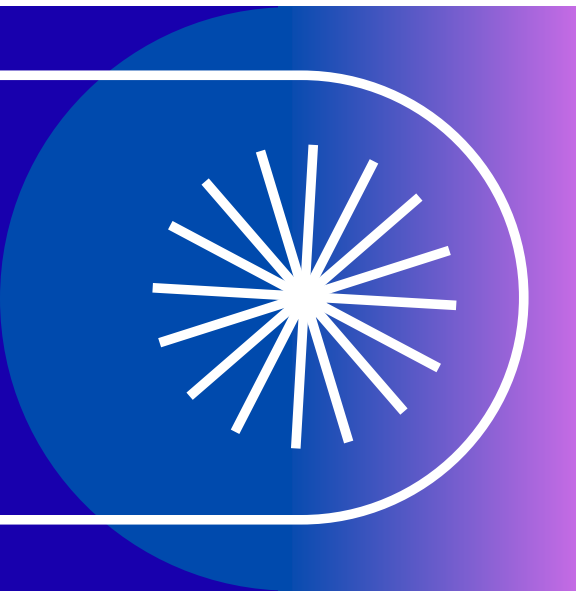
↑
Dentistry (incl. Optometry)

↑
Planning, Performance & Transformation

↑
Psychology

↑
NHS Scotland Academy, Learning & Innovation

↑
Medical (incl. Healthcare Science)



Collaborations and Strategic Partnerships 2021 – 2025

- Grew our strategic collaboration arrangements from **21 to 34**.
- Helped to enhance Scotland's health and social care research and innovation ecosystem.
- Developed a number of strategic partnerships with Scottish universities.
- Helped to enhance coherent learning provision in health and social care in Scotland.
- We provide substantial funding to **12** Scottish universities. Additionally, **16** other universities and colleges across Scotland and the wider UK receive funding bringing the total number of funded institutions to **28**.
- Launched the **UK's first integrated optometry and independent prescribing qualification** at Glasgow Caledonian University, partnering with GCU and the University of the Highlands and Islands to deliver new clinical placements in the Foundation Training Year.



Impact: Raised awareness of NES's work and reach, along with the building of connections between health and social care and other parts of the public service (education and skills in particular)



Our Stakeholders and Collaborations

NES engages with a diverse range of stakeholders from across the health and social care system. This ensures that our decisions reflect the needs of patients, staff and the wider community. It also helps to build trust, supports transparency, and promotes collaboration, all of which are key to delivering effective, patient-centred care and driving continuous improvement across the health and social care system

“At NHS Education for Scotland, we are fortunate to have a Chief Executive whose leadership is both visionary and grounded in compassion. Through initiatives like Speak Up Week, the Wellbeing Matters Network, and the Bright Ideas programme, our CEO has championed a culture where staff feel heard, valued, and empowered to shape the future of our organisation. As Employee Director, I see first-hand how this commitment to inclusive leadership and staff wellbeing strengthens our collective resilience and drives meaningful change across health and social care.

Lynette Grieve, Employee Director, NES”

“The CEO webinars have really helped foster an inclusive culture. It’s clear that staff voices are being heard and valued, and that makes a real difference to how we feel about the organisation.

Staff feedback”

“It has been a great pleasure and privilege to serve as a Board member and Chair of the NES Education & Quality Committee. I’ve greatly valued the opportunity to provide oversight and contribute to the significant progress NES has made in recent years—particularly in developing systems and processes that promote, assure, and measure the quality and impact of our training and education programmes. It is especially encouraging to see growing emphasis on involving people who rely on health and care services in this work

ANNIE GUNNER LOGAN
Non-Executive Director”

“I feel more connected to NES since the All-staff webinars started. They’ve created space for genuine dialogue and made it easier to raise questions and get answers.

Staff feedback”

“NES has been a key strategic partner for the University of St Andrews, particularly in the development of our new MBChB programme, which represents a major step forward in medical education in Scotland. We greatly value NES’s trusted expertise and collaborative approach in shaping an innovative, future-focused healthcare workforce.

Professor Deborah Williamson, St Andrews University”

“Jane O'Donnell - COSLAs Chief Executive said

Since 2021, NHS Education for Scotland has strengthened support for the social care workforce through dedicated leadership, national induction resources, and strategic partnerships - ensuring consistent, high-quality education and development across Scotland’s care services. COSLA, and our Member Councils, are grateful for this ongoing support

”

“Our collaboration with NHS Education for Scotland on the National Induction Framework and the Career Options Tool has been a great example of partnership working across health and social care. Together we’ve created practical resources that support people to enter and build rewarding careers in social care.

Maree Allison
Chief Executive, Scottish Social Services Council”





Thank you!