

# DELIVERING OUR STRATEGY

## A Transformation Route Map





## Foreword from Karen Reid, Chief Executive

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NHS Education for Scotland operates in a unique and privileged position within Scotland's health and social care system.

We provide education, training, workforce development, data and technology for health and social care. The work we do affects everyone who works in and with health and social care services, as well as every person in every community in Scotland.

We design and deliver education, ensure quality and standards, and use technology to enable staff to be skilled, confident, and motivated to provide better outcomes. Through our NES Strategy 2023–26 we outlined a bold ambition to create a workforce that meets people's needs, as well as the needs of staff, carers, and the people of Scotland by working in partnership with our staff, learners and stakeholders.

*This refresh of our transformation route map sets out how we intend to deliver on our strategic intent and the changes people will see and experience as we deliver on our priorities. It also outlines what we have delivered in Year 1 and what this has meant for our people.*

Our transformation consists of many elements, each individually important. When brought together, these will deliver the significant step-change we seek, to maximise our contribution and the positive impact we can make to the people of Scotland, our partners and in the performance of our organisation.

As we continue to progress through on our transformation journey, I invite you all to engage with us, to help shape tomorrow's NES so we can support a healthier, wealthier, and more sustainable future for all.



## Introduction

**Our purpose in NES is to be a collaborative, innovative and inclusive learning organisation providing high quality education, training, workforce development, workforce data and technology for Scotland's health and social care workforce. Our strategic vision is to support better rights-based quality care and outcomes for every person in Scotland through a skilled, capable, and resilient health and social care workforce.**

*By attracting people to careers in health and social care, we can create jobs and boost the economy.*

We are adaptable, creative, and responsive to the needs of the workforce and the communities we serve. We are firmly committed to improving population health, reducing health inequalities, and working nationally and locally with partners to make a positive and lasting impact to improving the wellbeing of the people of Scotland.

We work with the Scottish Government, local government, NHS, Health and Social Care Partnerships, social care providers, academia, regulators, and other strategic partners to create new roles and services and develop new and exciting career pathways for future generations.

Our work programmes ensure that those who work in health, social care and social work are skilled, confident, and motivated to continually improve outcomes for people. We promote and uphold human rights through our education and training and provide challenge where these are not being upheld.

We work closely with the Scottish Government to help shape health and social care policies. We use our expertise to help improve care and reduce inequalities through supporting health and social care reform programmes, such as the Scottish Government's Care and Wellbeing Portfolio, and the Scottish Government's commitment to human rights and the delivery of a National Care Service.

In May 2023, we published our corporate strategy for 2023–26, outlining our strategic intent, centred around the themes of People, Partnership and Performance. This was followed by our Transformation Route Map in August 2023 which has now been refreshed to set out progress made in delivering the significant change programme we have embarked on across NES to support and enable delivery of that Strategy, what our staff, learners and partners can expect from us and the key milestones on our transformation journey.

Over the next two years we will work with our staff, learners, partners and stakeholders to deliver our ambitious change programme, using technology and innovation to improve education and learning and create a better and more sustainable future for health and social care. In delivering our outcomes we will be intentional in our approach to collaborate, engage, connect, share knowledge, learn from mistakes and celebrate progress. Our focus is, and will remain, improving people's health and care outcomes through a competent, confident and skilled workforce while supporting Scottish Government's policies.



## Why do we need a transformation programme?

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NES operates within a continually changing environment and a health and social care system which is facing unprecedented challenges.

We are proud to be an organisation which constantly strives to deliver high-quality public services for the people of Scotland. However, we recognise that to be successful in delivering our NES Strategy and maximising our contribution within a health and social care sector which is reliant upon reform to ensure its sustainability, we must work differently as an organisation.

We are therefore committed to evolving, with people and partners at the heart of our transformation, to ensure we can support the health and social care workforce of tomorrow to deliver improved outcomes for our population. This will require a focus on innovation, technological advancements, and new workforce models. Being agile, innovative and able to maximise our potential through collective action and ensuring that we focus our attention and resources on the areas where we can maximise our impact and value is crucial to delivering on our ambition and as such is at the core of our transformation journey.





## Tomorrow's NES – our transformation journey

Transformation describes radical change that goes beyond day to day service improvement, and shifts the way we work as an organisation. NES will achieve this through consistent measured progress and positive outcomes from smaller incremental change, creating the environment, culture and readiness to embed transformation.

Our NES transformation journey is founded on our commitment to:



**co-design quality and excellence**, by working with our partners and those with lived and living experience of health and social care services to shape our education, training, and resources.



**connect and collaborate**, by building relationships and extending our reach nationally and internationally to innovate and learn, adding value where it is most needed.



**cultivate capabilities**, to build careers and a sustainable workforce which is fit for the future, both within NES and the wider health and social care system.



**create our culture**, by being inclusive and reflecting our values and behaviours in all that we do to support, empower, and value our staff, partners and learners.

*Through our transformation journey we will create significant and sustainable long-term change by harnessing the energy, motivation and capability of our NES workforce and partner organisations and taking a holistic and integrated approach to service redesign.*



## Our Corporate Improvement Programmes

To support our transformation, we have developed an initial set of corporate improvement programmes, in the context of our NES Strategy and our Medium-Term Plan for 2023–26.

They are cross-cutting areas of work which impact on all three of our strategic themes – People, Partnership and Performance – and require participation and engagement from all NES Directorates.

*As we progress through our transformation, these programmes will be added to and built upon to deliver our strategic intent.*

The evolution of our transformation route map continues to be informed as we progress and deepen our understanding of what is most important to our staff, learners, trainees, and partners and how we can maximise our impact on our health and social care system.

Over coming years, we will measure and report publicly on the success of our change activities through our strategic Key Performance Indicators and progress reports against our Annual Delivery and Medium-Term plans. We will also measure and report on the realisation of benefits at a project and programme level.

Our initial corporate improvement programmes and their core components are set out in the following pages.



## Programme Title | **Ways of Working & Property**

### **What is it about?**

The Ways of Working & Property programme is designed to align our physical spaces and working practices with the evolving needs of our business and learners. This involves developing a comprehensive NES Wellbeing Framework to support hybrid working, ensuring consistency and effectiveness in how we operate. The programme will focus on making our workspace financially and environmentally sustainable while fostering a culture that supports both staff and learners in a hybrid working environment.

### **Why are we undertaking this change?**

As part of our NES Strategy, we recognise the importance of adapting to the changing needs of our workforce and the health and social care landscape. By reconfiguring our spaces and adopting consistent hybrid working practices, we aim to enhance employee engagement, improve learning experiences, and reduce our environmental impact. This change is essential for maintaining our commitment to being a collaborative, innovative, and inclusive learning organisation.





## Ways of Working and Property

### What will it deliver?

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#### Optimised Space Usage

- › Reconfiguration of office spaces to meet future business and learner needs in a sustainable manner.
- › Financial and environmental benefits through efficient use of resources.

#### NES Wellbeing Framework

- › A robust framework that supports the wellbeing of both learners and staff in a hybrid working environment.

#### Consistent Hybrid Working Practices

- › Implementation of NHS Scotland Workforce Policies. These policies include flexible work location and work pattern guidance. NES Hybrid Working Policy developed and implemented.
  - › Support for first-line managers to effectively implement hybrid working guidance.
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### The difference our people will see

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#### Enhanced Engagement and Experience

- › Improved employee engagement through better-designed workspaces and flexible working options.
- › Positive learning experiences supported by environments that are conducive to both in-person and remote learning.

#### Adequate Resources and Support

- › Staff will have the necessary time and resources to support their work and professional development.
- › Increased sense of wellbeing among staff and learners due to supportive and adaptive work environments.

#### Environmental Impact

- › Reduced CO2 emissions from buildings and travel, contributing to our sustainability goals.
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### The difference our partners will see

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#### Flexible and Adaptable Environments

- › Learning and collaboration spaces that can accommodate diverse learner needs.
  - › Enhanced accessibility and usability of our facilities for various stakeholders.
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## Ways of Working and Property Milestones | Year 1 (2023–2024)

We said	We did	What this means for you	How this helps overall
<ul style="list-style-type: none"> <li>› Launch of the NES Wellbeing Framework.</li> </ul>	<ul style="list-style-type: none"> <li>› Wellbeing framework is approved. Reconstituted Healthy Working Lives Group to oversee implementation of Wellbeing Framework. Refreshed Wellbeing Hub as single point to access all staff wellbeing resources and supports.</li> </ul>	<ul style="list-style-type: none"> <li>› Wellbeing supports and resources are much easier to find and access. The resources we have now consider hybrid and remote working practices as well as in-office.</li> </ul>	<ul style="list-style-type: none"> <li>› The NES Wellbeing Framework was approved, with a new Healthy Working Lives Group established to support its rollout, and the Wellbeing Hub was updated to centralise resources. This makes it easier for staff to find wellbeing support, covering in-office, hybrid, and remote working needs.</li> <li>› The Wellbeing Framework is a dedicated commitment to enhancing the overall health and wellbeing of staff. Staff are likely to feel more supported and valued, knowing that their wellbeing is being taken seriously by the organisation which can lead to increased job satisfaction, higher morale and greater productivity.</li> </ul>
<ul style="list-style-type: none"> <li>› Rollout of guidance and support for hybrid working within NES.</li> </ul>	<ul style="list-style-type: none"> <li>› Hybrid Working Policy to be released also Line Manager Handbook in August. Deliverable now part of BAU.</li> </ul>	<ul style="list-style-type: none"> <li>› Hybrid working Policy is up-to-date and tailored for NES to support both staff and Line Managers.</li> </ul>	<ul style="list-style-type: none"> <li>› The Hybrid Working Policy and Line Manager Handbook, launched in August, provides tailored, up-to-date guidance for hybrid work. This ensures consistent support for both staff and managers, aligning with NES's flexible working goals.</li> <li>› This programme is designed to support both staff and line managers as they navigate the complexities of hybrid working. By providing up-to-date, tailored guidance, NES ensures that its workforce can effectively balance remote and office work, promoting flexibility and productivity.</li> <li>› The successful implementation of the Hybrid Working Policy and Line Manager Handbook strengthens NES's commitment to innovation and adaptability in the modern workplace. It positions the organisation as a forward-thinking employer that prioritises the well-being and development of its staff.</li> </ul>

**Year 2 (2024–2025)**

Continued reconfiguration of office spaces to align with learner requirements and future business needs:

- › Move from Ninewells to DDEC.
- › Reconfiguration of office space UHI building in Inverness.
- › Move from 2CQ to 177 Bothwell St.
- › West Port: re-configuration and sharing of space.

**Year 3 (2025–2026)**

- › Ongoing assessment and adjustment to ensure our spaces and practices remain relevant and effective.

**Aligned Key Performance Indicators**

- › Employee Engagement Index.
- › Proportion of staff who report having the time and resources to support their learning and growth.
- › % of learners who rate their learning experience as 80% or above.
- › Net Promoter Score for stakeholders who rate themselves likely to recommend NES to colleagues and associates.
- › CO2 emissions (Estates).
- › CO2 emissions (Staff and business travel).



## User Story | **Sarah, a Specialist Lead**

### **Background:**

Sarah has been with NES for over 10 years, working as a Specialist Lead. She is passionate about professional development and enjoys mentoring junior staff. Sarah has a busy family life and values work-life balance.

### **Current Challenges:**

- › Struggles with commuting, which cuts into her family time.
- › Finds the current office setup lacks flexibility for hybrid work.
- › Feels that the existing wellbeing support is inadequate.
- › Sometimes lacks the resources and time to fully engage in professional development.

### **How the Changes Will Benefit Sarah:**

- › **Enhanced Work-Life Balance:** With the adoption of consistent hybrid working practices, Sarah can work from home on days that suit her family schedule, reducing her commute and allowing more time for family and personal wellbeing.
- › **Wellbeing Support:** The NES Wellbeing Framework will provide Sarah with resources and support tailored to hybrid working, including mental health resources and ergonomic advice for both home and office setups.
- › **Optimised Workspace:** The reconfiguration of office space means that when Sarah does work on-site, the environment will be more collaborative and supportive of her professional needs, offering flexible workstations and meeting areas designed for both individual and group work.
- › **Adequate Resources:** With improved resource allocation and clear guidance, Sarah will have the tools and time she needs to engage in her own professional development, enhancing her skills and job satisfaction.
- › **Better Care for People:** With more support and flexibility, staff like Sarah can focus more on their roles, leading to higher-quality care and better outcomes for people in the community.
- › **Improved Service Quality:** By having the right resources and work-life balance, staff are empowered to give more compassionate and effective support, which benefits everyone they serve.



## Programme Title | **Learning and Education Quality System**

### **What is it about?**

The Learning & Education Quality System aims to develop a cohesive, high-quality learning and education framework for NES. This initiative will support the development and delivery of top-tier learning experiences for our staff, learners, partners, and service users, ensuring a consistently excellent experience now and in the future.

### **Why are we doing the programme?**

We are committed to ensuring that our health and social care workforce is equipped with the highest quality education and training. By creating a unified and quality-assured learning system, we aim to:

- › Enhance the consistency and effectiveness of learning resources across NES.
- › Ensure our learners and educators have access to the best possible training and development opportunities.
- › Build public confidence in the skills and capabilities of the health and social care workforce.
- › Foster an inclusive approach by involving those with lived experience in the development of educational materials.







## Learning and Education Quality System

### What will it deliver?

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#### High-Quality Learning Resources:

- Easily accessible, co-designed, and consistently quality-assured learning materials tailored to the needs of the health and social care workforce.

#### Enhanced Learning and Teaching:

- A learning offer that caters to both learners and educators, improving their skills and practice through well-defined pathways.

#### Public Confidence:

- Assurance for the people of Scotland that the health and social care workforce possesses the right skills to meet their needs.
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### The difference our people will see

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- **Improved Learning Experiences:** More learners reporting a positive and enriching learning experience.
  - **Inclusive Development:** Increased involvement of learners and individuals with lived experience in the creation of educational resources.
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### The difference our partners will see

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- **Enhanced Practice:** Observable improvements in learners' practice and the quality of care they deliver.
  - **Career Development:** Access to more credit-rated programmes and enhanced skills and career development opportunities across the health and social care sector.
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## Learning and Education Quality System Milestones | Year 1 (2023–2024)

We said	We did	What this means for you	How this helps overall
<ul style="list-style-type: none"> <li>› Launch of the Involving People and Communities Framework.</li> </ul>	<ul style="list-style-type: none"> <li>› Developed a Framework after undertaking internal and external research and a variety of staff engagement. Additionally, we analysed real examples of involving people and communities within NES to develop an appropriate “ladder of engagement” which can be used to provide examples of engagement.</li> </ul>	<ul style="list-style-type: none"> <li>› Colleagues will need to decide what level of engagement is needed for the work being undertaken and share across NES work such as consultation, research, evaluation, engagement so that others are able to gain insight. In time it’s likely we will need to explain why/what measures have been taken if this falls below an expected level i.e. by archetype or if the effort far exceeds the need.</li> </ul>	<ul style="list-style-type: none"> <li>› The Involving People and Communities Framework was developed through research and staff input, creating a “ladder of engagement” to guide how NES involves people in its work. This helps colleagues choose the right level of engagement for different tasks and share approaches across NES for transparency and consistency in what people can expect from us.</li> <li>› This framework ensures that the voices of people and communities are integral to the work undertaken by NES. By developing a “ladder of engagement,” it provides a clear, structured approach to determine the appropriate level of community involvement for various projects.</li> <li>› The framework promotes collaboration, enhances transparency, and ensures that engagement is a cornerstone of NES’s operations. This not only improves the quality and relevance of NES’s work but also strengthens its connection with the people and communities it seeks to benefit.</li> </ul>



## Learning and Education Quality System Milestones | **Year 1 (2023–2024)**

We said	We did	What this means for you	How this helps overall
<ul style="list-style-type: none"> <li>&gt; Development of NES Educator Quality Standards through an Educator Capabilities Framework</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Developed a draft Educator Capabilities Framework based on regulatory requirements and staff consultation. Piloted the draft Framework and self-assessment tool which remains available to staff. Amendments based on feedback from the pilot and a final self-assessment tool will be launched for March 2025.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Educators have a framework and tool that they can use to support their personal development and team and line managers are able to create a development plan with new starters quickly to help them gain skills and experience in the necessary domains of knowledge.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; The Educator Capabilities Framework draft, created with regulatory standards and staff feedback, was piloted and will be finalised by March 2025. This tool supports educators' development and helps managers create tailored plans for new staff to build essential skills and knowledge, ultimately improving the quality of our education and training and the care provided by the health and social care work force.</li> </ul>



## Learning and Education Quality System Milestones

### Year 2 (2024–2025)

- Implemented the Educator Capabilities Framework
- Implemented the Involving People and Communities Framework
- Adoption of NES wide learning and education quality policy
- Quality of the Practice Learning Framework launched

### Year 3 (2025–2026)

- Launch of the NES Educator career skills pathway.
- Achievement of credit rating body status for NES.
- Adoption of quality system for development and delivery of education programmes and learning resources

### Aligned Key Performance Indicators

- % of learners that tell us their education and training will improve their practice.
- % of learners who rate their learning experience as 80% or above.
- Funded trainee placements fill rate.
- Funded trainee placements completion rate.
- Number of NES programmes of education and training which are SCQF credit rated.





## User Story | **Alexis, Health Educator**

### **Background:**

Alexis is an experienced health educator with a passion for delivering high-quality training. She values ongoing professional development and strives to enhance her teaching methods.

### **Current Challenges:**

- › Alexis experiences difficulties in accessing relevant, high-quality resources
- › Alexis feels disconnected from the content creation process and doesn't feel her role comes through in the learning on offer

### **How the Learning and Education Quality System Benefits Alexis:**

- › **Access to Quality Resources:** With the new system, Alexis can easily access co-designed, quality-assured learning materials that enhance her curriculum. This means she spends less time searching for resources and more time focusing on effective teaching.
- › **Professional Development Opportunities:** The launch of the NES Educator career skills pathway provides Alexis with structured opportunities to advance her skills and career, ensuring she stays current with best practices in education.
- › **Involvement in Development:** Alexis appreciates that she can contribute her expertise and insights to the co-production framework, making her feel valued and ensuring that the educational resources meet the needs of both educators and learners.
- › **Enhanced Outcomes for Individuals:** With access to better training materials and professional development, Alexis is positioned to improve her students' capabilities, leading to better care for patients. As her students apply their enhanced skills in practice, individuals receive more effective support, ultimately resulting in improved health outcomes and a higher quality of life.

**Learner | Ahmed, Trainee Social Worker****Background:**

Background: Ahmed is a trainee social worker eager to learn and grow in his profession. He values engaging and practical training experiences that prepare him for real-world challenges.

**Current Challenges:**

- › Ahmed experiences variability in training quality
- › Ahmed has difficulty finding clear educational pathways
- › Ahmed finds it difficult to plan his career progression and have clearer routes for development in social work

**How the Learning and Education Quality System Benefits Ahmed:**

- › **Consistent Learning Experience:** The new system ensures that Ahmed receives a high-quality learning experience that is consistent across different programmes, helping him build confidence in the skills he is acquiring.
- › **Credit-Rated Programmes:** With access to more SCQF credit-rated programmes, Ahmed can see clear pathways for his education and career progression, making him feel secure about his future opportunities.
- › **Engagement in Resource Development:** The inclusion of learners like Ahmed in the development of educational materials means he can provide feedback that shapes his learning experience, ensuring it is relevant and practical for his future role in social work.
- › **Improved Outcomes for Individuals:** As Ahmed engages with high-quality training and has a voice in resource development, he becomes more adept at addressing the needs of those he will serve. The skills and confidence he gains translate into better care and support for individuals and families, ultimately leading to enhanced well-being and positive social change.



## Programme Title | **Turas Refresh**

### **What is it about?**

The Turas Refresh programme aims to establish a Once for Scotland, sustainable, maintainable and future-focused user-centred digital learning and development environment for health and social care. This initiative will deliver resilient learning technology that addresses the needs of learners, educators, partners, and organisational processes. Additionally, it will meet the learning data and learning management information requirements of the health and social care workforce.

### **Why are we doing this programme?**

In an ever-evolving health and social care landscape, it is crucial to ensure that the Health and Social Care workforce has access to high-quality, relevant training resources. In line with feedback from learners on what matters to them, the Turas Refresh programme will enhance the accessibility and effectiveness of learning opportunities, equipping staff with the learning and skills they need to deliver the best possible care to the people of Scotland. This will provide a more personalised and immersive learning experience for individuals.

By investing in a comprehensive learning platform, we aim to empower and invest in H&SC staff; foster continuous professional development and excellence; inform workforce planning and improve access to education. We do this to enhance the quality of health and care for the people of Scotland.

This ambitious programme requires a significant investment. The programme has submitted an Outline Business Case to Scottish Government to secure the investment required. The plans set out in this section will be triggered by that funding. If funding is not forthcoming, NES will reconsider the approach and priorities arising from the Phase One Discovery work.





## Turas Refresh

### What will it deliver?

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- › **An open and personalised learning and development platform** where the H&SC workforce can easily access and engage with relevant, high-quality learning experiences, regardless of the training provider.
  - › **A collaborative approach that ensures we are driven by user-experience and our offerings are tailored and can evolve** to meet learner, educator and organisational requirements, while keeping pace with evolving technology
  - › **The utilisation of learner activity data** to enable personalisation and facilitate effective workforce planning, allowing skills gaps across the health and social care system to be identified and addressed.
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### The difference our people will see

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- › Staff will have access to personalised learning giving them the resources necessary to support their professional development effectively and maximise their time.
  - › Enhanced platform functionality will lead to more efficient ways of working and improved user experience.
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### The difference our partners will see

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- › Greater access to a consolidated array of learning resources for the health and social care workforce.
  - › Portable learning records for individuals, alongside appropriate reporting on essential training for organisations.
  - › An improved experience of our services from users and partners, particularly through features like Turas Appraisal.
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## Turas Refresh Milestones | **Year 1 (2023–2024)**

We said	We did	What this means for you	How this helps overall
<ul style="list-style-type: none"> <li>➤ Conduct an external review of Turas.</li> </ul>	<ul style="list-style-type: none"> <li>➤ The external review was completed by Cap Gemini and found that Turas had solid foundations for future growth. To supplement the Review and ensure a user-focus in our discovery phase, a user survey, and organisational requirements review (the latter undertaken by Sopra Steria was completed). All of the information was collated and analysed to inform planning.</li> </ul>	<ul style="list-style-type: none"> <li>➤ In the development of Turas Refresh, the technology will focus on sustainability, maintainability and be future-focused.</li> <li>➤ Enhancing the User Experience (learner; educator and line manager) will remain a central focus for the ongoing development of the programme.</li> </ul>	<ul style="list-style-type: none"> <li>➤ The review and user feedback have set a strong foundation for Turas Refresh. These insights will help make Turas more user-friendly, sustainable, and better able to meet the future needs of learners, educators, and managers.</li> <li>➤ Ultimately, the outcomes of the programme will include more time to care; safer and more effective care; increased savings; and improved staff learning and development.</li> </ul>



## Turas Refresh Milestones

(Commencement of work on Year 2 and 3 milestones subject to confirmation of funding)

### Year 2 (2024–2025)

- › Improved Learning Interface for Learners on Turas Platform
- › Functionality for an Individual ‘Staff Passport’ enabling staff to carry key information on core statutory / mandatory training between Boards

### Year 3 (2025–2026)

- › A digital staff prospectus offering a ‘shop window’ of available training
- › Improved Reporting Functionality in relation initially to Statutory Mandatory Training
- › A more personal and intuitive Turas experience for users

### Aligned Key Performance Indicators

- › Proportion of staff who report having the time and resources to support their learning and growth.
- › Total number of accesses to NES learning products.
- › Number of health and social care staff accessing NES learning products as a % of the health and social care workforce.
- › % of learners who score their learning experience as 80% or above.
- › Uptake of learning products by sector as a % of total reach.
- › % of learners and trainees from the 20% most deprived data zones in Scotland (Scottish Index of Multiple Deprivation (SIMD)).
- › Net promoter score for stakeholders who rate themselves likely to recommend NES to colleagues and associates.
- › % of service providers who report utilising NES provided data workforce data.



## User Story | **Moira, Healthcare Professional**

### **Background:**

Moira is a registered nurse working in a busy hospital environment. She is passionate about continuous learning and is always seeking opportunities to improve her skills and provide better patient care.

### **Current Challenges:**

- › Moira often struggles to navigate multiple platforms to access mandatory training and professional development courses, leading to wasted time and frustration.
- › The existing learning environment doesn't cater to her specific role or career aspirations, making it difficult for her to find relevant training that truly engages her.
- › Moira feels that her department lacks the insights needed to identify skills gaps, resulting in missed opportunities for targeted training.

### **How Turas Refresh Benefits Moira:**

- › **Personalised Learning:** With the new personalised learning interface, Moira can easily find relevant training modules that align with her specific role and career goals.
- › **Enhanced Resources:** Consolidated access to a variety of learning resources simplifies her search for essential training, reducing frustration.
- › **Better Planning:** Learner activity data will enable her department to identify skills gaps, allowing Moira to participate in targeted training that enhances team performance.
- › **Streamlined Experience:** Improved platform functionality means Moira can easily track her learning progress, access certificates, and demonstrate her competencies.
- › **Improved Care Outcomes:** By leveraging the personalised learning opportunities and enhanced resources provided by Turas Refresh, Moira can refine her skills and knowledge. This leads to more informed decision-making in her practice, resulting in better patient care, improved health outcomes, and a higher quality of life for those she serves.



## User Story | **Sanjay, Student in Health and Social Care**

### **Background:**

Sanjay is a final-year student pursuing a degree in health and social care. He is eager to gain practical experience and develop the skills necessary for a successful career in the field.

### **Current Challenges:**

- › Sanjay often finds it hard to locate courses that match his learning needs and career goals, as existing resources are scattered and not user-friendly.
- › He feels that learners like him are not adequately consulted in the creation of educational materials, which may lead to resources that don't fully address their needs.
- › Keeping track of his achievements and qualifications is cumbersome, making it harder to present his credentials to potential employers.

### **How Turas Refresh Benefits Moira:**

- › **User-Friendly Access:** The open and personalised learning environment allows Sanjay to effortlessly navigate through courses tailored to his needs.
- › **Co-Creation of Learning Resources:** With a focus on co-design, Sanjay has the opportunity to contribute insights, ensuring resources reflect the real needs of learners.
- › **Improved Learning Experience:** Feedback mechanisms built into the Turas platform enable Sanjay to share his experiences, leading to continuous improvements in educational offerings.
- › **Portable Learning Records:** Sanjay can maintain a portable record of his achievements, invaluable for job applications and demonstrating his skills.
- › **Enhanced Outcomes for Individuals:** By leveraging the user-friendly access and co-created resources provided by Turas Refresh, Sanjay can develop the practical skills and knowledge necessary for effective practice. This preparation translates into better care and support for individuals in need, ultimately leading to improved health and well-being outcomes for the communities he will serve.





## Programme Title | **Business Transformation Programme**

### **What is it about?**

The Business Transformation Programme is designed to enhance organisational efficiency and effectiveness by aligning our operations with the principles of the NES Strategy and fostering a culture of continuous improvement. This programme will take a structured approach to transforming processes and systems, ensuring they are customer focused and conducive to high-quality service delivery.

### **Why are we doing this programme?**

To enhance organisational efficiency and effectiveness across NES by aligning our operations with the NES Strategy and fostering a culture of continuous improvement. The Business Transformation Programme will support NES in becoming more adaptive and resilient to future challenges, achieving best value in the delivery of our long-term plans, meeting the evolving needs of the health and social care workforce, and improving overall service delivery.



### What will it deliver?

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- › A structured approach to transforming processes and systems, ensuring they are user-focused and conducive to high-quality service delivery.
- › Improvement activities which maximise efficiency and effectiveness on a “Once for NES” basis
- › A long-term vision and model which ensures we have robust effective, user-focussed and technology-enabled, business processes and systems, which foster quality and consistency

### The difference our people will see

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- › **Streamlined Processes:** Simplified and optimised workflows which reduce administrative burdens and increase efficiency, quality and consistency.
- › **Enhanced Strategic and Operational Alignment:** All activities will be aligned with NES’s overarching strategic objectives, fostering a cohesive and unified approach and Once-for-NES ways of working.
- › **Improved Collaboration:** Strengthened communication and collaboration across departments to share resources and knowledge to enhance resilience and effectiveness.
- › **Leveraged Technology:** Maximising the use of digital tools to support a more agile, efficient and flexible working environment.

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### The difference our partners will see

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- › Increased agility and ability to respond to demand.
- › Greater focus on customer experience, quality and best value.

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### Aligned Key Performance Indicators

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- › Net promoter score for stakeholders who rate themselves likely to recommend NES to colleagues and associates
  - › Benefits realisation/ROI from corporate change activities
  - › Achievement of agreed savings against annual budget
  - › % RAG status for delivery against Annual Delivery Plan
-

What does this mean for you? | **Educator colleagues****Current Challenges**

- › Difficulty in accessing consolidated learning resources.
- › Limited collaboration opportunities with peers.
- › Administrative tasks reducing time available for teaching.

**Improvements**

- › **Streamlined Resource Access:** Easier access to a centralised repository of learning materials, allowing educators to find and use resources more efficiently.
- › **Enhanced Collaboration Tools:** Improved digital platforms to facilitate communication and collaboration with other educators and stakeholders.
- › **Reduced Administrative Burden:** Automated processes and clearer workflows to minimise administrative tasks, allowing educators to focus more on teaching and mentoring.

**What's going to make my working life easier / better?**

- › Access to a comprehensive digital library reduces preparation time.
- › Collaborative tools enable virtual team meetings and peer reviews, enriching the teaching experience.
- › Automated scheduling and grading systems free up time for direct student interaction.



## What does this mean for you? | **Technologist colleagues**

### Current Challenges

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- > Outdated and fragmented digital systems.
  - > Inefficiencies in managing and deploying IT resources.
  - > Difficulty in aligning technology initiatives with organisational goals.
- 

### Improvements

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- > **Integrated Systems:** Development and implementation of unified digital platforms to replace outdated systems, ensuring seamless integration and operation.
  - > **Efficient IT Management:** Streamlined processes for IT resource management, deployment, and support, leading to reduced downtime and enhanced service delivery.
  - > **Strategic Tech Alignment:** Clearer alignment of technology initiatives with NES's strategic objectives, ensuring technology investments support broader organisational goals.
- 

### What's going to make my working life easier / better?

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- > Unified systems reduce the need for multiple logins and maintenance, streamlining daily operations.
  - > Improved IT management tools allow for quicker issue resolution and proactive system monitoring.
  - > Clarity in technology goals ensures that projects are impactful and aligned with NES's vision.
-



## What does this mean for you? | **Business Support colleagues**

### Current Challenges

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- > Inefficient workflows leading to delays and reduced productivity.
  - > Poor communication across departments hindering effective support.
  - > Lack of clarity on strategic priorities and objectives.
- 

### Improvements

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- > **Optimised Workflows:** Redesign of business processes to eliminate inefficiencies, speeding up administrative tasks and increasing productivity.
  - > **Enhanced Interdepartmental Communication:** Better communication channels and collaboration tools to ensure smooth coordination and support across departments.
  - > **Clearer Strategic Focus:** Transparent communication of NES's strategic priorities, enabling business support staff to align their efforts with organisational goals and contribute more effectively.
- 

### What's going to make my working life easier / better?

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- > Workflow automation tools reduce the manual processing of paperwork, speeding up administrative tasks.
  - > Enhanced communication platforms facilitate better coordination with other departments, improving service delivery.
  - > Clear strategic guidance helps prioritise tasks effectively, leading to better resource allocation and job satisfaction.
-



During the first 12 months we have focused on sharing and building our change story and engaging people with it, building the capacity and capability for change in the organisation and delivering critical building blocks in our strategic journey such as a new Learning and Education Strategy and Organisational Development Plan. It is important to note the iterative nature of the themes on the following pages and our continuous commitment to sharpen and deepen our practice and approaches throughout the transformation process.

## How we will achieve our ambition

The first year of our transformation has been critical in inspiring our people, instilling confidence in our stakeholders and creating the momentum to move projects at pace.

*This routemap presents a summary of all key milestones relating to our change journey over the next three years, bringing together both our corporate improvement programme activity and critical enabling works.*







## Create our culture

### What is it about?

- › Being clear about the culture that will enable us to most effectively deliver our vision and purpose.
- › Our culture reflects our beliefs, values and motives and is visible through what we do, the way we do it, and the way we work together and with all our stakeholders.

### What will it deliver?

- › Staff feel part of an inclusive organisation that values them for their contribution.
- › We integrate behaviours and culture into how we recruit, induct, develop, and manage.
- › We engage with our learners in a person-centred way to develop and deliver quality learning.
- › We reach out to others to understand the outcomes that matter most to them.

### The difference our people will see

- › Improved employee engagement.
- › More staff who experience NES as an inclusive organisation.

### The difference our partners will see

- › Improved experience of our services from learners and partners.
- › Greater opportunities for collaboration with NES and to work in partnership to support the health and social care system.

### Aligned Key Performance Indicators

- › Employee Engagement Index.
- › Experience of Doctors and Dentists in Training.
- › % of staff who experience NES as an inclusive organisation.
- › % of learners who score their learning experience as 80% or above.
- › Net promoter score for stakeholders who rate themselves likely to recommend NES to colleagues and associates.
- › Number of education, research and strategic collaborations.
- › % of technology, data and digital developments which are shaped by staff, learner and partners feedback.



## Cultivate our capabilities

### What is it about?

- Being clear on the capabilities needed to deliver our vision and purpose.
- Recruiting and supporting talented, inquisitive, colleagues who understand the skills and knowledge needed for NES to be successful and are supported to proactively and continuously develop them.
- Learning new things and sharpening our knowledge, skills and capabilities to build our current and future workforce talent pipeline and capability.

### What will it deliver?

- An improved ability to include our learners and those with lived or living experience in design and delivery of our work.
- A range of resources, planning and support to develop our leaders and managers in NES.
- A structured set of development supports and opportunities for all staff aligned to individual pathways, with accreditation for those who want it.
- Clear and easily accessible routes are in place to learn, develop and build on existing and new skills and knowledge.

### The difference our people will see

- Our high reputation as an employer enables us to attract and retain a talented and motivated workforce.
- More staff feel they have the time and resources available to support their work and development.

### The difference our partners will see

- More learners and those with lived or living experience are involved in the design and delivery of our work.
- The way that we work increases our flexibility to respond quickly to meet changing needs and expectations.

### Aligned Key Performance Indicators

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>➤ Proportion of staff who report having the time and resources to support their learning and growth.</li> <li>➤ Staff retention rate (voluntary leavers).</li> <li>➤ Vacancy rate.</li> <li>➤ Pay equality.</li> <li>➤ Diversity of the workforce.</li> </ul> | <ul style="list-style-type: none"> <li>➤ % of staff who experience NES as an inclusive organisation.</li> <li>➤ % of health and social care workforce who report being confident in using digital ways of working.</li> <li>➤ Number of NES programmes that can demonstrate active engagement of people with lived or living experience in the development of educational resources designed to support interaction with those who use health and social care services.</li> </ul> |
|--|--|



## Connect and collaborate

### What is it about?

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- › We have the most effective means of communication and collaboration to act as ‘one team’ across NES, ‘bringing it all together’ so that colleagues understand the whole picture, are enabled to most effectively contribute, are up to speed on our progress, and celebrate our success.
- › We move on the journey together through regular and authentic engagement with each other.
- › We use simple language and methods to engage with others.
- › Connecting and collaborating is a way of being internally and externally to achieve the best outcomes across the system.

### What will it deliver?

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- › Internal and external communities of practice and interest to support collaboration.
- › Short term project-based attachments to support collaborative working internally and externally.
- › Create clear engagement channels to gather workforce, learner, and partner feedback through a range of routes.

### The difference our people will see

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- › Colleagues have an excellent understanding of their role, its contribution to our strategy, and the impact they are making as an employee of NES.
- › Colleagues understand our plans, our measures of success and our progress in achieving them.
- › Increased engagement and involvement of our workforce, learners, partners, and joint trade unions in shaping what we deliver and how we work together.
- › More involvement in innovation initiatives.

### The difference our partners will see

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- › Improved experience of working with us and of the services we provide.
  - › Greater opportunities for education, research, and strategic collaborations.
  - › More young people participating on a school-based pilot pathway.
-



## Connect and collaborate

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### Aligned Key Performance Indicators

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- › Net Promoter Score for stakeholders who rate themselves likely to recommend NES to colleagues and associates.
  - › Number of education, research and strategic collaborations.
  - › Number of innovation initiatives invested in, including in collaboration with other stakeholder organisations.
  - › Number of young people participating on school-based pilot pathway.
-



## Co-design quality and excellence in all that we do

### What is it about?

- › We actively seek opportunities to co-design our delivery around lived experience.
- › We are proactive in sharing our experience and looking for ways to shine a light on good practice.
- › What we co-design and deliver makes a positive difference and achieves the intended impact for all stakeholders.
- › We are inclusive and create the conditions where co-design is actively encouraged in all we do.

### What will it deliver?

- › A greater understanding of the needs of our learners and the communities they work in.
- › Meaningful engagement with our learners, the wider workforce and the communities they serve.
- › A broadened reach across the health and social care sector focused on improving the outcomes that matter most to all of our partners.

### The difference our people will see

- › More learners tell us their education and training will improve their practice.
- › More learners rate their learning experience as 80% or above.
- › More staff, learner and partner feedback that states technology, data and digital developments meet their needs.

### The difference our partners will see

- › More NES programmes that can demonstrate active engagement of people with lived or living experience in the development of educational resources.

### Aligned Key Performance Indicators

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>› % of learners that tell us their education and training will improve their practice.</li> <li>› % of learners that score their learning experience as 80% or above</li> <li>› Funded trainee completion rates.</li> <li>› % of learners and trainees by protected characteristics as compared to the population of Scotland.</li> </ul> | <ul style="list-style-type: none"> <li>› Number of NES Programmes that can demonstrate active engagement with people with lived or living experience in the development of educational resources designed to support interaction with those who use health and social care services.</li> <li>› % of technology, data and digital developments that are shaped by staff, learner and partners feedback.</li> </ul> |
|--|--|

## What you will see

Through our change activities you will see our current strengths being preserved and built upon, and people at all levels of our organisation being developed and involved.

We will follow a clear and structured methodology and engage proactively with all involved to encourage collective ownership and management as we seek to streamline processes and systems, cutting across functional boundaries and creating a 'Once for NES' approach.

The key milestones on our transformation journey are shown in the following tables:



### People

#### Year 1 (2023–2024)

- › NES Wellbeing Framework launched.
- › Guidance and support for hybrid working within NES.
- › Refreshed behaviours and culture.
- › Recruitment and staff development refreshed to further integrate behaviours and culture.
- › Workforce development fund refocused in alignment with NES annual capabilities plan.

#### Year 2 (2024–2025)

- › Adoption of NES Educator Quality Standards.
- › Improved Learning Interface for Learners on Turas Platform
- › Development of NES Anti-racism Plan
- › National eRostering solution implementation.
- › Refreshed NES Stars awards launched.

#### Year 3 (2025–2026)

- › NES Educator career skills pathway launched.
- › NES Project Support career skills pathway launched.
- › Create opportunities to deliver accredited internal learning.





## Partnerships

### Year 1 (2023–2024)

- Publication of NES Learning and Education Strategy.
- Communities of practice and interest created to support and enable collaboration.

### Year 2 (2024–2025)

- Reconfiguration of office space to meet learner requirements and future business needs.
- Publication of Research Plan.
- Publication of Innovation Plan to harness innovation and creativity for improvement.
- Functionality for an Individual 'Staff Passport' enabling staff to carry key information on core statutory / mandatory training between Boards.
- Implemented the Involving People and Communities Framework

### Year 3 (2025–2026)

- Career skills pathways for health and social care workforce delivered.
- NES achieves credit rating status as an organisation.
- Improved Reporting Functionality in relation initially to Statutory Mandatory Training.



## Performance

### Year 1 (2023–2024)

- New NES planning process implemented.
- External review of Turas functionality.
- Adoption of Quality system for development and delivery of education programmes and learning resources.

### Year 2 (2024–2025)

- NES Business Support career skills pathway delivered.
- Short term project-based attachments launched.

### Year 3 (2025–2026)

- New NES HR service delivery model implemented.
- Implementation of new NES integrated planning platform.
- Adoption of Quality system for development and delivery of education programmes and learning resources.



## Getting involved

Since launching our transformation activity, we have developed a communications approach which ensures our staff and stakeholders understand how we are improving services through our Corporate Improvement programme, how they can be involved in our transformation activities and what impact it will have on them.

We are focused on the overall societal impact that we make and how we can support improved health and wellbeing for individuals, whilst contributing to local careers and communities, and making a positive impact on our environment.

*We will continue to explore how working collaboratively, with partners at local, regional and system levels we can broaden our reach and contribution to improve outcomes for the people of Scotland.*

A significant amount of communications work has been undertaken to support the Transformation Route Map/Corporate Improvement Programme. To date since the inception of the Transformation programme, we have focused mainly on internal communications, helping to keep staff informed and involved in developments related to each strand of the Transformation programme.

A focus going forward will be centred on how this transformation helps the lives of individuals and communities across Scotland, by telling human stories, communicated in simple terms.

We will also concentrate on what the change means for staff, based on the 4 Ps of change communications:

- **Purpose** – why are we doing what we are doing
- **Picture** – what will the change look like and feel when achieved
- **Plan** – communicate how will we get there
- **Part** – tell people what they need to do to help make the change a success

The following communication objectives support the delivery of the NES Strategy 23-26 and refreshed Transformation Route Map 2024.

- To continue to engage staff and increase their understanding of what it means for them and support for the Corporate Improvement Programme.
- To provide regular updates and progress reports to keep staff informed and involved.
- To foster a positive and inclusive organisational culture and support delivery of the NES Organisational Development Plan.



## Key Messages for Transformation

The following is an overarching set of Transformation key messages for staff.



We are committed to evolving to ensure we can support the health and social care workforce of tomorrow to deliver improved outcomes for our population.



To be successful in delivering our NES Strategy and maximising our contribution, we must work differently as an organisation.



That's why we are lending extra coordination and resource to selected projects which will either transform the way we work or are essential to our future success.

### What does it mean for staff?

We will use the narrative noted above for each transformation programme when communicating to staff and stakeholders.

- › We'll have ways of working and a sustainable office estate and working practices that are better suited to modern working life.
- › We'll have a cohesive, high-quality learning and education framework for NHS Education for Scotland (NES). This will support the development and delivery of top-tier learning experiences for our staff, learners, partners, and service users, ensuring a consistently excellent experience now and in the future.
- › We'll have a learning platform that is sustainable, maintainable and future-focussed - a user-centred digital learning and development environment for health and social care.
- › We'll have improved organisational efficiency and effectiveness by aligning our operations with the principles of the NES Strategy and fostering a culture of continuous improvement.

What we did	Why did we do this	What we will do next	How will this help?
<ul style="list-style-type: none"> <li>› Created a Transformation section on the intranet.</li> </ul>	<ul style="list-style-type: none"> <li>› We created a ‘hub’ for communications across NES: an area on the Intranet where we can post links to documentation and updates.</li> </ul>	<ul style="list-style-type: none"> <li>› Continue to develop and update the Transformation section of the intranet, ensuring each Corporate Improvement Project updates their section on a regular basis, as well as housing Townhall presentations, recordings of webinars, etc.</li> </ul>	<ul style="list-style-type: none"> <li>› This initiative fosters improved transparency and keeps everyone informed about the latest developments and changes within the organisation. The regular updates from each Corporate Improvement Project ensure that staff are continually engaged and aware of ongoing efforts. The inclusion of Townhall presentations, recordings of webinars, and other informative content helps to promote a culture of continuous learning and development.</li> </ul> <p>Ultimately, this enhanced communication platform empowers employees by providing them with the information they need to contribute effectively to the organization’s goals. It cultivates a sense of inclusion and participation, which in turn boosts morale and fosters a more collaborative and cohesive working environment</p>
<ul style="list-style-type: none"> <li>› The Bright Ideas page was redeveloped to make it easier for staff to engage and submit their ideas.</li> </ul>	<ul style="list-style-type: none"> <li>› We created an intranet site for NES staff to submit innovative ideas to enhance our services, as well as helping them feel part of the improvement transformation journey.</li> </ul>	<ul style="list-style-type: none"> <li>› We will continue to promote the Bright Ideas page and ensure it is updated on a regular basis.</li> </ul>	<ul style="list-style-type: none"> <li>› The platform empowers employees by giving them a voice, fostering a sense of involvement and ownership in the organisation’s development. This not only boosts morale but also encourages creativity and collaboration amongst staff.</li> </ul>

What we did	Why did we do this	What we will do next	How will this help?
<ul style="list-style-type: none"> <li>&gt; Developed a series of monthly Webinars.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; We have held monthly webinars to hear more about Corporate Improvement Projects and provide an opportunity for staff to post questions/feedback on engagement with various topics and celebrate milestones.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; We will continue to hold organisational webinars, stand-ups and townhall meetings to provide consistent communications and provide an opportunity for staff to engage in a conversation.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; These webinars have provided a platform for open communication, allowing team members to stay informed about Corporate Improvement Projects and engage directly with leadership. This transparency has fostered a sense of inclusion and belonging, as employees feel their voices are heard and valued. Additionally, the webinars have become a space for celebrating milestones, which has boosted morale and motivation.</li> </ul>
<ul style="list-style-type: none"> <li>&gt; Produced a standardised PowerPoint presentation for monthly Directorate Town Hall meetings.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; We produced a standardised monthly PowerPoint presentation, ensuring the organisation's messages are consistent, timely and adaptable. Each Directorate now has their own monthly Townhall meeting taking place from the middle of each month to highlight relevant messages in relation to the Corporate Improvement Programme.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; We will continue to use the standardised PowerPoint as a channel to communicate corporate improvement programme updates and change.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; The introduction of a standardised PowerPoint presentation for the monthly Directorate Town Hall meetings ensures that all messages conveyed across different Directorates are consistent and timely, reducing any confusion and fostering a unified understanding of the organisation's goals and updates. By having dedicated monthly Town Hall meetings, staff are provided with a reliable platform to receive relevant information about the Corporate Improvement Programme. This not only keeps them informed but also makes them feel involved in the ongoing changes and developments within the organisation.</li> </ul>

What we did	Why did we do this	What we will do next	How will this help?
<ul style="list-style-type: none"> <li>&gt; Created a series of Talking Heads videos</li> </ul>	<ul style="list-style-type: none"> <li>&gt; We have developed a number of Talking Head videos, highlighting key updates for specific projects within the Corporate Improvement Programme.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; We will continue to use Talking Head videos a method of informing staff, ensuring we tell human stories that focus on the benefit to individuals and communities across Scotland.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; These videos will continue to be used as a method of informing staff. By focusing on human stories and the benefits to individuals and communities across Scotland, this approach will ensure that staff feel more connected and informed about the positive changes resulting from these projects. This can lead to increased engagement, motivation, and a sense of pride in contributing to meaningful improvements.</li> </ul>
<ul style="list-style-type: none"> <li>&gt; Use Viva Engage as a two-way communications channel with staff.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; A Working Group has been established to ascertain how Viva Engage can be used as a channel for communication for the organisation to ‘generate discussion and engagement among a wider staff group’. A Viva Engage project plan is in place and membership of the project team has been identified - the first meeting takes place on 10th January 2024.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; We will use Viva Engage to tailor messages to particular groups to consider different levels of understanding. Viva Engage will be a useful tool to understand staff readiness, and acceptance of communication messages.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Viva Engage will be a useful tool to understand staff readiness, and acceptance of communication messages.</li> </ul>



What we did	Why did we do this	What we will do next	How will this help?
> Established a Transformation Communications Group.	> A Transformation Communications Group meets regularly each month to discuss upcoming communications and highlight key successes and roadblocks.	> The Group will be used as a mechanism to promote our narrative of what the Transformation Programme means for staff.	> This group, which meets regularly each month, serves as a platform to discuss upcoming communications and highlight key successes and roadblocks. By promoting our narrative of what the Transformation Programme means for staff, it ensures that everyone is well-informed and aligned with our organisational goals.

If you would like to be involved in our transformation journey, please contact our Corporate Improvement Team at [NES.PMO@nhs.scot](mailto:NES.PMO@nhs.scot) for more information.

## Appendix 1: NES Strategic Key Performance Indicators





# OUR STRATEGY 2023–26

People, Partnership, Performance

## ALTERNATIVE FORMATS

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



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