

# **NHS Education for Scotland**

NES/25/01

AGENDA FOR THE ONE HUNDRED AND EIGHTY-FOURTH BOARD MEETING								
Date:		Thursday 06 February 2025						
Time:		10:15 – 12:15						
Venu	ue:	Hybrid meeting: Microsoft Teams / and Room 1 and 2 West Port 102, Edinburgh EH3 9DN						
1.	10:15	Chair's introductory remarks						
2.	10:16	Apologies for absence						
3.	10:17	Declarations of interest						
4.	10:18	Draft Minutes of the One Hundred and Eighty-third Board Meeting 21 November 2024 For Approval	NES/25/02					
5.	10:20	Matters arising from the Minutes and notification of Any Other Business						
6.	10:21	Actions from previous Board Meetings For Review and Approval	NES/25/03					
7.		Chair and Chief Executive reports						
7a.	10:25	Chair's Report For Information and Assurance	NES/25/04					
7b.	10:35	Chief Executive's Report For Review and Assurance	NES/25/05					
8.		Performance Items						
		Quarter Performance Management Reports:						
8a.	11:00	Quarter 3 Delivery Report For Review and Approval (C. Bichan / A. Shiell)	NES/25/06					
8b.	11.15	Quarter 2 Strategic Key Performance Indicators: Board Performance Report 2024-25 For Review and Approval (C. Bichan / S. Williams)	NES/25/07					

8c. 11:20	Quarter 3 Finance Report 2024/25NES/25/08For Review and Approval (J. Boyle / L. Howard / A. Young)				
8d. 11:30Quarter 3 Strategic Risk Report For Review and Approval (J. Boyle / D. Lewsley)NES/25/4					
9. Strategi	c Items				
9a. 11:40	Strategic Risks Annual Review and Risk Appetite For Review and Approval (J. Boyle / D. Lewsley)	NES/25/10			
10.	Governance Items				
10a. 11:55	Corporate Governance Package (Board Standing Orders, Boa Conduct, Board Scheme of Delegation, Board Standing Finar Instructions & Committee Terms of Reference) For Review and Approval (J. Boyle / D. Thomas / L. Howard)				
	Significant issues to report from Standing Committees:				
10b. 12:00	<b>Technology &amp; Information Committee, 2 December 2024 &amp; 27</b> (D. Garbutt, verbal updates)	′ Jan 2025			
10c. 12:03	Education and Quality Committee, 13 December 2024				
	(D. Garbutt, verbal update)				
10d. 12:06					
10d. 12:06 11.	(D. Garbutt, verbal update) Audit and Risk Committee, 16 January 2025				
	(D. Garbutt, verbal update) <b>Audit and Risk Committee, 16 January 2025</b> (J. Ford, verbal update)	NES/25/12			
11.	<ul> <li>(D. Garbutt, verbal update)</li> <li>Audit and Risk Committee, 16 January 2025</li> <li>(J. Ford, verbal update)</li> <li>Items for Homologation</li> <li>Changes to Board and Committee Membership</li> </ul>	NES/25/12			
11. 11a. 12:09	<ul> <li>(D. Garbutt, verbal update)</li> <li>Audit and Risk Committee, 16 January 2025</li> <li>(J. Ford, verbal update)</li> <li>Items for Homologation</li> <li>Changes to Board and Committee Membership</li> <li>(D. Thomas, for homologation)</li> </ul>	NES/25/12 NES/25/13			
11. 11a. 12:09 11b. 12:10	<ul> <li>(D. Garbutt, verbal update)</li> <li>Audit and Risk Committee, 16 January 2025</li> <li>(J. Ford, verbal update)</li> <li>Items for Homologation</li> <li>Changes to Board and Committee Membership</li> <li>(D. Thomas, for homologation)</li> <li>NES Standing Committee Minutes:</li> <li>Audit and Risk Committee, 07 October 2024.</li> </ul>				

**11e. 12:10** Technology and Information Committee, 2 December 2024. NES/25/16 (For homologation)

# 12. 12:10 Any Other Business

# 13. 12:15 Date and Time of Next Meetings:

- Private Board: 06 February 2025 follows on from Public Board (Hybrid Meeting)
- Public Board: 27 March 2025 at 10.15 (Hybrid Meeting)
- Private Board: 27 March 2025 follows on from Public Board (Hybrid Meeting)

D. Thomas, Board Secretary. NHS Education for Scotland (NES) e-mail: Chair & Chief Executive's Office <u>ceo.nes@nes.scot.nhs.uk</u>

# **NHS Education for Scotland**

# Draft Minutes of the One Hundred and Eighty Third Board Meeting held on 21 November 2024 at 10:15am – 1:25pm

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) Jim Boyle (JB), Executive Director of Finance Olga Clayton (OC), Non-Executive Director Shona Cowan (SC), Non-Executive Director, left during item 9b, rejoined during item 10c Jean Ford (JF), Non-Executive Director Lynnette Grieve (LG), Non-Executive Director / Employee Director Annie Gunner Logan (AGL), Non-Executive Director Gillian Mawdsley (GM), Non-Executive Director / Whistleblowing Champion Karen Reid, (KR) Chief Executive and Accountable Officer Karen Wilson (KW), Executive Director of Nursing Midwifery and Allied, Health Professionals / Deputy Chief Executive (Clinical), left during item 10b
In attendance:	Christina Bichan (CBi), Director of Planning & Performance Lindsay Donaldson (LD), Deputy Medical Director Nick Hay (NHay), Principal Manager – Communications and Engagement Kevin Kelman (KK), Director of NHS Scotland Academy, Learning & Innovation Kellie King (KKi) Scottish Pharmacy Clinical Leadership Fellow Debbie Lewsley (DL), Risk Manager (Item 9b) David Main (DM), Technician, NES Technology Service (providing technological support for part of the meeting) Claire Neary (CN), Lead Business Partner, Communications Gordon Paterson (GP), Director of Social Care Lorraine Scott (LS), Associate Manager Chair and CEO Office (minute taker) Alison Shiell (ASh), Manager, Planning & Corporate Resources (Item 9c) Andrew Sturrock (AS), Postgraduate Pharmacy Dean / Director of Pharmacy, left during item 10b Della Thomas (DT), Board Secretary / Principal Lead Corporate Governance Christopher Wroath (CW), Director of NES Technology Service Alan Young (AY), Principal Lead, Finance (Item 9a)

# 1. Chair's Welcome

1.1. The Chair welcomed everyone to the meeting, particularly Kellie King, Scottish Pharmacy Clinical Leadership Fellow, observing the meeting as part of her development.

- 1.2. The Chair asked the Board to note that Laura Howard and Alan Young will be joining the meeting for item 9a, Debbie Lewsley will be joining for item 9b, Alison Shiell will join the meeting for item 9c, Simon Williams will join the meeting for item 9d, Katy Hetherington for item 10a and Janice Gibson will join the meeting for item 10b.
- 1.3. The Chair acknowledged that Shona Cowan, Non-Executive Director would leave the meeting between 12:10pm and 12:48pm to provide non-executive input into the NES induction programme meeting.

# 2. Apologies for absence

- 2.1. Apologies were received from Board members Ally Boyle (AB) and Nigel Henderson (NH), Non-Executive Directors and Emma Watson, Executive Medical Director.
- 2.2. Apologies were received from regular Board attendees Colin Brown, Head of Strategic Development and David Felix, Director of Dentistry.

# 3. Declarations of Interest

- 3.1. There were no declarations of interest made in relation to the business of the meeting.
- 3.2. The Board noted a declaration of connection for Jean Ford as a member of NHS Ayrshire and Arran Board in relation to the de-escalation of enhanced monitoring at NHS Ayrshire mentioned in the Chief Executives Report and also a declaration of connection for Gillian Mawdsley in relation to the Equalities Outcome Mid-Year Review Report and her connection with the Scottish Refugee Council.

# 4. Draft Minutes of the One Hundred and Eightieth Second Meeting – 26 September 2024 (NES/24/72)

4.1. The Board approved the draft minute of 26 September 2024 meeting.

# 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.
- 5.2. No items of any other business were raised.

#### 6. Actions from previous Board Meetings

#### (NES/24/73)

6.1. The Board received the rolling Board action list for review and approval.

- 6.2. The Board noted that there was a total of 22 actions on the rolling action log and 19 have been marked as complete.
- 6.3. The Chair noted that actions 6.3 and 7.23 were requests for information and that these have been circulated via correspondence to the entire Board and these actions have now been marked as complete. The Board confirmed that the shared information provided satisfactory assurance.
- 6.4. The Board noted that 2 actions remain ongoing, these are 8.6 Talking Heads Co-Pilot update and 9.14 in relation to reviewing NES Publications and preparing a version for children and young people.
- 6.5. The Board noted that 1 action, 7.36, remains in progress which relates to the publication of the ePad which is part of the Digital Prioritisation.
- 6.6. The Board agreed the action list.

# 7. Chair and Chief Executive reports

# 7a) Chair's Report

(NES/24/74)

- 7.1. The Chair submitted his report to the Board for information and assurance. These details recent engagements and activities since the 26 September 2024 Board meeting, both in his capacity as Chair of the NES Board and as a member of the NHS Scotland (NHSS) Board Chairs Group (BCG).
- 7.2. The Chair asked members of the Board if they had any questions.
- 7.3. The Board asked whether any feedback has been received since the Scottish Government Annual Review meeting.
- 7.4. Karen Reid informed the Board that initial feedback received was positive, advising that a letter with points for future consideration will be received within a few weeks as per standard protocol. She noted that during the session, specific areas were highlighted including the suggestion to consider a name change for NES to reflect our social care role and also the Minister's request for NES's contribution in Social Care, and development in the leadership space.
- 7.5. The Chair advised the Board that if they have any suggestions regarding the name change to direct them to him and he will forward on as appropriate to the CEO.

# 7b) Chief Executive's Report

(NES/24/75)

- 7.6. The Chair invited Karen Reid to introduce the report which comes to the Board for review and assurance.
- 7.7. Karen Reid thanked Kirsteen McColl, Manager Planning & Corporate Resources and Clare Butter Associate Manager, Planning & Corporate Resources for their assistance in preparing this report.

- 7.8. Karen Reid informed the Board of the acceptance of the Resident Doctors' pay deal, which had just been notified today. The Board were pleased to hear this.
- 7.9. Karen Reid mentioned the Scottish Parliament's pause on the National Care Service, however noted that the Minister is still keen to progress parts of the Bill, including Anne's Law. She also informed the Board that NES was asked to provide specific information on social care education and learning offers to Scottish Government, which we did accordingly.
- 7.10. Karen Reid advised the Board that Lee Savarrio from NHS Greater Glasgow and Clyde will join NES on 3 January 2025 as the new Dental Director.
- 7.11. Karen Reid informed the Board that an application for the UK Boardroom Apprentice Scheme has been submitted and confirmation if we have been allocated a Boardroom Apprentice is expected by the end of November 2024, with a possible start date in January 2025.
- 7.12. Karen Reid highlighted that the Digital Enabled Workforce team were finalists in the Digital Leaders UK awards, noting that reaching the Top 10 is a significant achievement for the team.
- 7.13. Karen Reid advised the Board that the Scottish Qualifications Authority (SQA) system verifications quality assurance visit reported a high level of confidence in NES SQA work, which is positive feedback for future considerations particularly if extending the SQA centre for Social Care and Karen noted this significant success for the Dental Directorate.
- 7.14. Karen Reid noted the significant progress made on the Transformation Route Map highlighting the substantial amount of activity being achieved.
- 7.15. Karen Reid informed the Board about the recent launch of the Digital Dermatology Pathway, which is not mentioned in the report due to timing. She acknowledged Christopher Wroath and his team for their efforts, noting that this initiative aims to reduce waiting times for skin conditions, improve patient outcomes and noted that it will improve efficiency and productivity for territorial Boards.
- 7.16. Karen Reid reported that the recruitment process for an Associate Director of Human Resources (HR) has begun, noting that there has been significant interest in the position. Karen Wilson will chair a stakeholder session, with interviews scheduled for 11 December 2024, she advised that an update will be provided to the Board at the next meeting.
- 7.17. Karen Reid informed the Board that the Executive Team will be implementing organisational changes, advising that a report will be presented to the Change Management Programme Board (CMPB) on 25 November 2024, detailing these changes. It was noted that the Chair has already communicated the proposals to the Non-Executive Directors, and that any feedback will be provided during a future Board meeting.

- 7.18. The Chair thanked Karen Reid for her introduction and opened the meeting to other members of the Executive Team for their introductory remarks.
- 7.19. Christopher Wroath highlighted the collaboration which enabled the launch of the digital dermatology initiative on 11 November 2024. He noted that contributions from the Centre for Sustainable Delivery, the NES Technology Service, National Services Scotland (NSS) Digital, Health and Care director support, the private company Consult Connect also local Boards such as Greater Glasgow and Clyde, Renfrewshire Health and Social Care, Dumfries and Galloway's Greencroft and Gillbrae Medical Practices all participated in this initiative. Christopher Wroath acknowledged the efforts of everyone involved in the project, stating that this collaboration exemplifies how NHS Scotland should operate to achieve future success. He also thanked Kevin Kelman for his coordination and collaboration and recognised all team members for their contributions.
- 7.20. Karen Wilson acknowledged the contributions from Psychology on pages 12 and 18 of the report regarding Trauma, noting its significance in the community.
- 7.21. Kevin Kelman highlighted item 6.1b as an example of recent collaboration with the Academy of Medical Sciences, noting that Karen Reid has been invited to join their Forum Advisory Group. He further advised that this positive partnership has resulted in a Hospital-at-Home collaboration event scheduled for the New Year.
- 7.22. The Chair noted that there have been numerous hospital at home models previously reported. Kevin Kelman acknowledged this, stating that the objective is to develop common approaches, and advised that it is still early in the planning stages and the aim is to create a forum for colleagues to discuss and debate the initiative to collectively determine the necessary activities to be undertaken. Karen Wilson also noted the existence of a National Network designed to consolidate the various models to identify the most effective practices, emphasising that this is a very active initiative. Kevin Kelman advised that the event details will be shared with the Board. **ACTION: KK/LS**
- 7.23. Jim Boyle noted that United Nations Climate Change Conference or Conference of the Parties (UNFCCC), more commonly known as COP29 is currently taking place and that NES has provided high-level information on its website in relation to this. He advised that if there are any implications for NES resulting from the Conference that these will be updated to the Board at a future meeting.
- 7.24. Lindsay Donaldson reported the de-escalation of NHS Tayside and NHS Ayrshire and Arran from enhanced monitoring on 23 October 2024, advising that this was due to effective collaboration between NES and local managers. She advised that The Queen Elizabeth Hospital, and general surgery at Monklands Hospital, remain under enhanced monitoring. She remarked that she is optimistic that continued support will reduce this number to zero. The Chair commended the Medical Directorate's efforts, noting that the new support measures have led to this reduction adding that the Chief Operating Officer also acknowledged this achievement at the recent Annual Review meeting.

- 7.25. Andrew Sturrock highlighted the success of Maxine McCabe, a senior educator in pharmacy, for her achievement in becoming the first community pharmacist in the UK to be credentialed at an advanced practice level by the Royal Pharmaceutical Society. He advised that this accomplishment is an indication of the progress of community pharmacy services in Scotland. He asked the Board to note that Maxine McCabe's role as a part-time clinical practitioner and her involvement in training programmes, serve as a model for trainees. Andrew Sturrock advised that there are plans to assist more community pharmacists in obtaining similar credentials and to use Maxine McCabe's success as an example in this sector. The Chair suggested that we publish details of this good news story.
- 7.26. The Chair thanked the Executive Team for their introductory remarks and opened to the meeting for invited questions from participants
- 7.27. The Board noted at section 4.2a of the report, that 15% of trainees required development of specific competencies and asked if this percentage was average or higher than normal.
- 7.28. Lindsay Donaldson advised that the doctors' developmental outcomes are impacted by unmet curriculum requirements and a need for more development time. She reported that this number reflects the lack of opportunities for some trainees, rather than major issues. Lindsay Donaldson added that the quality and safety group monitors these outcomes regularly and has not found any specialty or regional outliers which would require urgent interventions.
- 7.29. The Board asked if there was any feedback received or questions raised during the Hybrid Working Policy session.
- 7.30. The Employee Director advised that a session on the hybrid working policy for all staff will be held on 5 December 2024. She noted that the recent session was specifically for line managers, and that the policy has been well received by them as it enables them to manage their teams more effectively. The Employee Director advised that during the webinar, several questions were raised, such as queries about core hours, flexible working patterns, and how to bring teams together. The Employee Director advised that bringing teams together has helped to address concerns regarding working patterns.
- 7.31. The Board commented that it would be helpful to receive the Performance section of the report first and suggested that it would be beneficial to link the performance information, within the report, with the Strategic Key Performance Indicators (SKPIs), to align with the SKPI quarterly report. Karen Reid advised that this would be reviewed for the next report. ACTION: KR/CBi
- 7.32. The Board noted a 41% increase in Freedom of Information (FoI) requests queried the reasons behind this and asked if there was the capacity to handle this increased volume of requests.
- 7.33. Karen Reid advised that training has been provided to opposition members on how to interrogate Turas for information as some details requested in Fol is already available in the public domain. She advised that this training has been offered to others and it is hoped this will reduce FOI numbers.

- 7.34. Christina Bichan advised the Board that this rise in Fol requests has been seen across all Boards. She reported that NES now has a dedicated staff member assigned to manage Fol and this helps NES maintain their strong performance against time scales. Christina Bichan also reported that to ensure resilience, other team members can also support Fol activities, preventing reliance on a single individual.
- 7.35. The Board asked about the timelines for the Glasgow Office, which had been affected by external factors, and inquired about the staff update from October 2024 and its reception. The Board also requested information on the development of options and projected timescales.
- 7.36. Jim Boyle explained that timelines for the Glasgow Office have been delayed due to uncontrollable factors and there is work underway to secure a new contractor, with tender returns expected soon. He advised that it is anticipated that two strong bids will be received and, after review he will seek approval from the Audit and Risk Committee. Karen Reid reported that the Joint Consultative Forum and Partnership Forum have been updated monthly and that we have communicated effectively with staff through property updates in Town Halls. The Employee Director mentioned that staff have acknowledged their appreciation of the updates.
- 7.37. The Chair thanked Karen Reid and colleagues and acknowledged a very comprehensive report.
- 7.38. The Board agreed that the report provided assurance.

# 8. Strategic Items

# **8a)** Anchors Strategic Plan – Update on Progress. (NES/24/76)

- 8.1. The Chair invited Christina Bichan to introduce the report which comes to the Board for assurance.
- 8.2. Christina Bichan provided an update on the Anchors Plan, noting that the first Anchors Strategic Plan was approved in November 2023 and a further iteration of the report would come to the Board after incorporating Scottish Government guidance for further development issued in late October 2024. Christina Bichan advised that the recent guidance emphasised the need for specific, measurable objectives, clear governance mechanisms, and she expected requirements for all national Boards to include specific objectives across workforce, procurement, and land and assets.
- 8.3. Christina Bichan reported that the 2025-2026 Annual Delivery Plan guidance, including Anchors requirements, is expected in early December 2024 and advised that there are ongoing discussions with workforce colleagues about deliverables and priorities for the upcoming year.
- 8.4. The Chair asked if there was collaboration between Boards in the planning and delivery of the Anchor Plan.

- 8.5. Christina Bichan advised that the Scottish Government has created a document summarising Boards' plans and identifying collaboration opportunities and that workshops have been held for Boards to discuss these. She advised that the National Board of Directors of Planning group have discussed aligning responsibilities and plans and final confirmation from the guidance is awaited before moving forward with collaboration.
- 8.6. The Chair opened for questions, as there were none, the Chair thanked Christina Bichan for the report.
- 8.7. The Board noted the update provided and acknowledged that a further update will be provided at a future meeting. **ACTION: CBi**

# 8b) Engaging Stakeholders Report

(NES/24/77)

- 8.8. The Chair invited Nick Hay to introduce the report for review and approval.
- 8.9. Nick Hay provided a short presentation which summarised the report:
  - The 2024 stakeholder survey was conducted in-house due to fiscal constraints, using a refined distribution list from the 2022 survey. Questions were aligned with the previous survey for comparison, with new questions added to gauge engagement and barriers to utilisation.
  - II. The survey received 1186 responses, with the majority from NHS territorial boards (42%), followed by national boards (24%), health and social care partnerships (12%), and independent healthcare contractors (11%).
  - III. Awareness of NES and its strategies was relatively high, but there was less awareness of specific strategies. The majority of respondents saw NES's role primarily in education, training, and workforce development, with digital services being the least recognised role.
  - IV. The average satisfaction score was 6.36 out of 10, with a Net Promoter Score (NPS) of -15, indicating room for improvement. Satisfaction varied among stakeholder groups, with national boards and public sector colleagues more likely to recommend NES.
  - Key barriers included time constraints, lack of awareness, and access issues. Stakeholders desired more education and training resources, better support for continuous professional development, and enhanced digital skills and leadership training.
  - VI. Proposed actions included enhancing communications, creating consistent branding, developing a cohesive approach to communications and marketing, and monitoring progress to address recommendations effectively.
- 8.10. Karen Reid reported that the stakeholder survey report did not yet yield the desired results, indicating a disconnect between the organisation's work and stakeholder recognition especially in digital services like Turas. She referred to a targeted communications plan which has been established noting that it will highlight NES's education and training offerings. Karen Reid remarked that it

will also provide details of the development of marketing and engagement strategies to ensure stakeholders understand NES's contributions.

- 8.11. Karen Reid highlighted the inconsistency with NES branding. She reported that we have 27 social media accounts and 44 website addresses, some of which do not mention NES at all. She advised that there was a need to standardise branding and messaging.
- 8.12. The Chair emphasised the need to establish a clear identity for NES, including refreshing branding and communication materials, especially with the potential name change. He also noted that many leadership programmes in Scottish Government barely mention NES, indicating the need for better visibility. He also suggested that an improvement with the appraisal system could reduce negative perceptions and enhance recognition of NES's contributions.
- 8.13. The Chair stressed that all members should actively promote the NES brand when engaging with stakeholders and during public appearances.
- 8.14. The Chair thanked Nick Hay for the report and opened for questions.
- 8.15. The Employee Director remarked that many people use NES's TURAS platform without knowing it's a NES product and suggested adding information about NES's digital work in the "About Us" section on the website to improve awareness. She also highlighted that the multiple different websites can cause confusion and recommended accessing the Scottish Deanery through NES to reinforce the connection. The Employee Director highlighted that NES staff should be aware of NES's role as a digital Board and suggested some quick wins for example clearly mentioning NES on all social media accounts and websites to boost recognition.
- 8.16. Christina Bichan agreed with updating the "About Us" section on the website, stating there is a refreshed standard narrative that can reflect our digital work. **ACTION: NH**
- 8.17. The Board noted that only 9 Local Authorities responded to the survey and asked what could be done to increase what NES can offer to Local Authorities and if possible, to include this development in our Anchor Strategy
- 8.18. Karen Reid advised that the reduced contribution is possibly related to the current challenges experienced by Local Government and may not be a reflection on NES. She reported that she and the Chair have had a recent discussion with Convention of Scottish Local Authorities (COSLA) to improve engagement. Karen Reid advised that she discuss with COSLA colleagues how to strengthen the connection perhaps through COSLA Leaders or the COSLA Health and Social Care Committee.
- 8.19. The Board expressed interest in the responses received around recruitment and retention, noting that social care, public sector boards and territorial Boards did not want NES to focus solely on domestic recruitment. The Board noted a strong interest in improving retention rates.

- 8.20. Karen Reid acknowledged the challenge of recruitment and retention, advising that individual employers want to manage their own recruitment and retention strategies. She remarked that there are lessons to be learned from the NHS England's "People Promise" initiative, which has shown positive results in retention.
- 8.21. Karen Reid highlighted the importance of flexibility in work patterns, particularly in nursing, where part-time working and alternative work patterns have been effective in retaining staff. She also noted that the RCN (Royal College of Nursing) is looking into this issue, and there are lessons that can be applied to support Boards, Local Government, and Health and Social Care Partnerships in addressing retention challenges.
- 8.22. Karen Wilson reported that the Ministerial Nursing and Midwifery Task Force are also focusing on retention as a significant issue.
- 8.23. Gordon Paterson emphasised the need to caveat the Local Authority responses as there were 147 respondents from Health and Social Care and advised that some of these responders will work in the Local Authority, and they may also include social care and justice and children's services, he also acknowledged that this sector would have expressed frustration as there is a gap between their expectations and what has been funded for delivery. He reported the importance of retaining Social Care Nurses within the Nursing and Midwifery Task Force, advising that qualification requirements could result in a significant workforce loss with currently, only 48% of adult social care workers able to meet these qualifications, risking removal from the register if they don't qualify soon.
- 8.24. The Board acknowledged the points raised and emphasised a need for NES to improve its visibility and awareness amongst stakeholders and suggested a "Did you know?" campaigned to highlight various services and support NES provides.
- 8.25. The Board highlighted the importance of addressing the gaps in provisions and desired improvements identified in the Stakeholder survey and emphasised the importance of linking future planning and strategy iterations to the feedback received from stakeholders, effectively implementing a 'You Said We Did' approach and suggested that NES focus on ensuring that the strategy delivers improved products and outcomes for stakeholders rather than only focusing on brand name and changes.
- 8.26. The Board asked how to benchmark performance against similar organisations and whether the issues raised in the report are typical.
- 8.27. Karen Reid reported that every person in the health and social care workforce across NHS Scotland will have an interaction with a NES product however not everyone will realise that they are being trained by NES and the move to brand our products and change our name should help to change this perception.
- 8.28. The Board asked if Justice organisations had been surveyed and how their feedback was captured. The Board asked for further clarity on the category of 'other' and asked if it could be clarified which Scottish Government funded bodies are interacting with NES.

- 8.29. Nick Hay reported that justice colleagues were not specifically targeted, nor were they asked to identify their roles and acknowledged that this in an area for improvement in future surveys. **ACTION: NH**
- 8.30. The Board asked if the stakeholder survey captured NES's commitment to training on climate change.
- 8.31. Karen Reid reported that the timing of the survey may have affected the inclusion of the climate-related work as significant initiatives in this area occurred after the survey was conducted. She advised that these will be reflected in future surveys.
- 8.32. The Board suggested that raising awareness of NES may be a campaign of 'did you know' where this would involve highlighting to various services the extensive work of NES.
- 8.33. Karen Reid noted that a workshop is being arranged with NHS Chief Executives to raise awareness of the work that NES does with the aim to improve the understanding and support NES can offer.
- 8.34. Nick Hay reported that all social media accounts will be consolidated and would be facilitated by NES's withdrawal from X by the end of March 2025. He acknowledged the need to redevelop the corporate website.
- 8.35. The Chair thanked Nick Hay for his contribution and the Board approved the report.
- 8.36. Laura Howard and Alan Young joined the meeting during item 8b.

# 9. **Performance Items**

#### 9a) Quarter 2 Finance Report.

(NES/24/78)

- 9.1. The Chair welcomed Laura Howard and Alan Young to the meeting who had joined to support Jim Boyle. The Chair invited Jim Boyle to present the report which comes to the Board for approval.
- 9.2. Jim Boyle reported that this was a Quarter 2 report and in addition provided the Board with an update on recent financial activity. He reported a change in funding allocations from £17.9 million (9%) reported to a current £14.4 million (7%), advising that the largest allocation outstanding was of £12 million for shortfall coverage.
- 9.3. Jim Boyle advised that social care core funding was confirmed after discussions with the Scottish Government. He also reported £108 million of funding moving from non-recurring to baseline as a positive development and this will increase to £115 million as the Agenda for Pay awards have been confirmed.
- 9.4. Jim Boyle confirmed that the pay awards for Consultants was agreed at 10.5% and that as noted at the start of the meeting that Resident Doctors pay award has been settled, he advised that this will be advised in the next allocation letter

from Scottish Government and he also acknowledged that Scottish Government have committed to fully fund the pay awards.

- 9.5. Jim Boyle reported a £1.2 million underspend position for the year at this stage and noted that it is likely that the allocation of £291,000, reflected in the report as a red risk, in relation to TURAS refresh redesign project phase 1, will not come to NES in this financial year and that NES will have to self-fund this amount.
- 9.6. Jim Boyle reported that discussions will continue with NES, Scottish Government and Policy Teams around the Resident Doctor Rotations and how this will affect NES.
- 9.7. Jim Boyle remarked that discretionary spending restrictions continue as requested by the Director General. He highlighted that the UK budget announced on 30 October 2024, will impact the next financial year. However, the announcement of the Scottish budget is still pending, he advised that the Chancellor of the Exchequer reported that £3.4 billion will be allocated to Scotland. Jim Boyle emphasised the importance of communicating across NHS Scotland that this allocation will not alleviate financial pressures. He further mentioned that £65 million is needed for agenda for change pay awards.
- 9.8. The Chair opened the meeting for questions.
- 9.9. The Board acknowledged the work undertaken across NES to get the funding into the baseline budget.
- 9.10. Jim Boyle advised that although this is a good outcome, this does not mean that the baseline funding is protected from future reductions and remains cautious although this does provide stability for financial planning.
- 9.11. The Chair asked about the financial impact of the reduced working week, noting that the figure reported seemed low.
- 9.12. Jim Boyle explained that the only financial impact to date for this financial year is the cost of overtime for the first month, which was £96,000, however noted that future reduction of hours to 36.5 hours per week and then 36 hours per week would have a greater impact and further considerations would need to be made.
- 9.13. The Chair noted the Director General's announcement about non-executive pay adjustments over the next three years and asked about this impact.
- 9.14. Jim Boyle acknowledged the information and noted that consideration on how to assess the impact, would be necessary however he noted that any additional requests from Scottish Government would need to be fully funded to ensure that NES are not exposed to any significant risk
- 9.15. The Board asked if any major programmes had been ceased to manage the underspend and enquired if there were any plans to use the underspend rather than contributing it to the £12 million shortfall.

- 9.16. Jim Boyle clarified that no major programmes had been ceased to manage the underspend and mentioned that there was an agreed programme of spending reductions with the government, which helped reduce the anticipated shortfall from over £15 million to £12 million, he also noted that NES were taking advantage of opportunistic savings and had not terminated or held back any significant elements of NES's strategy.
- 9.17. The Chair thanks Jim Boyle, Laura Howard and Alan Young and the Board approved the report.
- 9.18. Debbie Lewsley, Alison Shiell and Simon Williams joined the meeting during the discussion.
- 9.19. Shona Cowan left the meeting during the discussion to provide input to a NES staff induction meeting.

#### 9b) Quarter 2 Strategic Risk Report

(NES/24/79)

- 9.20. The Chair welcomed Debbie Lewsley to the meeting and asked her to present the report which comes to the Board for assurance.
- 9.21. Debbie Lewsley presented the quarterly update to the Strategic Risk Register and highlighted the following movements in the scoring of several risks:
  - i. Strategic Risk 2 decreased due to the conversion of £108 million of nonrecurrent funding to baseline.
  - ii. Strategic Risk 3 increased due to the current non-executive vacancy.
  - iii. Strategic Risk 4 increased due to staff awareness of savings impacts on retention and well-being.
  - iv. Changes in risk titles for Strategic Risks 1 and 4 were noted.
- 9.22. Debbie Lewsley advised that the Executive team have reviewed the strategic risks, with updates included in the cover paper and that the Control Risk Assurance proposal was approved and is being implemented. She also advised that the Risk Management Group is developing directorate risk reports for better transparency and assurance.
- 9.23. Laura Howard and Alan Young left the meeting.
- 9.24. The Chair thanked Debbie Lewsley for the report. He asked Committee Chairs to avoid making minor frequent adjustments to the Risk Register and suggested focusing on maintaining stability and ensuring mitigations are effectively measured. He highlighted the need for the Board to focus on the content of the risk register rather than the format.
- 9.25. Jim Boyle confirmed the importance of prioritising the content of the risk register over its format and acknowledged that changes to the format have improved focus on risks. He emphasised identifying and managing the right risks as crucial.

- 9.26. Jim Boyle also ensured consistency in describing control ratings and mentioned that controls assurance work will support maintaining this consistency in the risk register's presentation.
- 9.27. The Board suggested that the Strategic Risk 1 score be reviewed in light of the stakeholder survey discussion. **ACTION: DL**
- 9.28. The Employee Director reported that the Strategic Risk relating to staff being disengaged and advised that mitigating actions are already in place including webinars and communications relating to the fiscal position.
- 9.29. Gordon Paterson emphasised the importance of supporting staff wellbeing and suggested that the Board be sighted on the level of activity in the Wellbeing Matters area. He suggested a formal presentation to the Executive Team and perhaps a Board Development session.
- 9.30. The Board approved the Q2 Strategic Risk report and noted the approved NES Control Assurance Proposal.
- 9.31. The Chair thanked Debbie Lewsley for the report, and she left the meeting. Alison Shiell and Simon Williams joined the meeting.

#### 9c) Quarter 2 Delivery Report

(NES/24/80)

- 9.32. The Chair invited Alison Shiell to present the report which comes to the Board for approval.
- 9.33. Alison Shiell presented the 2024-2025 Quarter 2 delivery update, highlighting progress against the Annual Delivery Plan (ADP), noting that out of 175 deliverables, 142 are completed or on target, 29 are progressing with minor delays, and 3 are experiencing significant delays. She advised that the number of red deliverables has reduced from 7 in Quarter 1 to 3 in Quarter 2 and that funding delays continue to impact some deliverables.
- 9.34. Alison Shiell highlighted to the Board that the report now includes an overview of deliverables affected by funding delays, specifying whether these delays are within or outside NES's control. She advised that a projected status column has been added to the full Quarter 2 update, allowing directorates to provide an anticipated status for future quarters. She reported that the overview slides in Appendix 1 have been enhanced to include details about red and amber deliverables, similar to the table in the cover paper.
- 9.35. Alison Shiell highlighted to the Board significant achievements during this quarter which included the Mobile Skills Unit training 149 social care staff and the successful live test of the National Digital Dermatology Pathway.
- 9.36. The Chair thanked Alison Shiell for her report and suggested sharing the successes of the significant achievements through NES communication channels. He then asked if there were any questions from the Board. **ACTION: ASh/NH**

- 9.37. The Board requested clarity on whether the delays are within NES's control or due to external factors.
- 9.38. Alison Shiell confirmed that the report now includes details on whether the delays are within NES's control or not.
- 9.39. The Board appreciated the inclusion of the additional information however suggested adding a summary in the cover paper to highlight the overall performance.
- 9.40. Alison Shiell acknowledged this requested and agreed to add in this summary for the next report. **ACTION: ASh**
- 9.41. The Chair thanked Alison Shiell, and the Board approved the report.
- 9.42. Alison Shiell left the meeting.
- 9.43. Katy Hetherington joined the meeting.

# 9d) Quarter 1 Strategic Key Performance Indicators: Board Performance Report 2024-25 Delivery Report (NES/24/81)

- 9.44. The Chair welcomed Simon Williams and asked him to introduce the report.
- 9.45. Simon Williams provided an overview noting that this is the fifth quarterly report on NES's progress against Strategic Key Performance Indicators (SKPIs) and the first following the revised governance process. He noted that the report was first circulated to the board and each standing committee and advised that due to timing, updates for the report have been taken from unapproved Committee minutes.
- 9.46. Simon Williams reported that in Quarter 1, 39 measures were reported, of these, 23 were green, 4 were amber, and 4 were red with 8 measures having no Red, Amber, Green (RAG) parameters attached. He advised that on each of the amber and red measures, comments are included in the report.
- 9.47. The Chair thanked Simon Williams for his introduction and opened for questions.
- 9.48. The Board suggested that this report and other performance reports be taken earlier in the agenda and emphasised the importance of linking performance data to the organisation's strategic ambitions.
- 9.49. The Chair advised that this would be reviewed for the next meeting.

ACTION: DT

- 9.50. The Board approved the report
- 9.51. The Chair thanked Simon Williams for the report, and he left the meeting.

# 10. Annual Items

# **10a)** Equality and Diversity Outcomes Mid-Year Report (NES/24/82)

- 10.1. The Chair welcomed Kathy Hetherington to the meeting as invited her to introduce the report.
- 10.2. Katy Hetherington introduced the report, highlighting the importance of promoting inclusivity and addressing disparities within the organisation. She stressed the need for continuous efforts to integrate equality and diversity into the organisational culture and operations. The report provides an overview of the current state of equality and diversity, identifies areas for improvement, and outlines actionable steps to enhance inclusivity and equity.
- 10.3. The Chair asked if the NHS in Scotland holds a national set of statistics about workforce diversity.
- 10.4. Katy Hetherington advised she would find this out and feedback to the Chair. ACTION: KH
- 10.5. The Chair opened for questions, noting that this report had been to a number of Committees already. As there were none the Board approved the report.
- 10.6. The Chair thanked Katy Hetherington for the report, and she left the meeting.
- 10.7. Janice Gibson joined the meeting during this report.

# **10b)** NES iMatter Staff Experience Report 2024 (NES/24/83)

- 10.8. The Chair welcomed Janice Gibson to the meeting and invited her to introduce the report.
- 10.9. Janice Gibson emphasised the importance of considering the iMatter report in the context of the challenging fiscal position and other factors impacting staff morale and satisfaction, such as negative media coverage about the Health and Social Care system. Janice Gibson highlighted that NES has worked consistently to prioritise staff engagement, performance, well-being, and morale, also noting that NES seeks to learn and understand from the iMatter scores, implementing actions based on feedback and learning from other Boards performing well.
- 10.10. Janice Gibson noted that the comparative report for the whole NHS would be released soon, and NES is likely to be one of the highest-performing boards in key measures of workforce engagement and satisfaction. NES's own scores remain high, with an 84% response rate and 85 points in staff engagement. Janice also pointed out that board visibility has improved, and the uptake on action planning remains consistently high, with 87% of teams submitting an action plan by the deadline and 90% post-deadline.
- 10.11. Janice Gibson commended the Executive Team for sharing their action plan, demonstrating transparency and commitment to being a learning organisation.

- 10.12. The Chair thanked Janice Gibson for the report, noting the excellent results and requested that the NHS comparative report be shared widely including in newsletters. He suggested that members of the board continue to increase their visibility and join Town Hall meetings when appropriate. **ACTION: NH**
- 10.13. The Chair opened to members for questions.
- 10.14. The Board noted that the questions related to 'my team' and 'my organisation' and asked how the survey would pick up the wider issues.
- 10.15. Karen Reid reported that when the iMatter survey was posted it was at the time when the fiscal position was critical, and staff had received news on fixed term contracts and noted that it will be interesting to compare NES's position alongside other Boards when the comparative report is released. Karen Reid acknowledged that NES would take learning from other organisations who are doing well.
- 10.16. The Employee Director noted that the score remains high even though the survey was circulated at a time of fiscal pressures.
- 10.17. The Employee Director noted that Board visibility is an area where other boards often score low, she remarked that even if individual non-executive directors are known, the collective board's visibility might not be as apparent. The Employee Director suggested that increasing the visibility of the board as a collective could potentially improve this score in future IMatter surveys.
- 10.18. The Employee Director remarked that the questions relating to Performance Management should not be included in the survey as this is a confidential matter.
- 10.19. The Board noted the results of the report and confirmed that it provided the necessary assurance.
- 10.20. The Chair thanked Janice Gibson for the report, and she left the meeting.
- 10.21. Karen Wilson and Andrew Sturrock left the meeting
- 10.22. Shona Cowan re-joined the meeting

#### 10c) Annual Climate Emergency and Sustainability Report NES/24/84 and Public Bodies Climate Change Duties Report 2023-24 (NES/24/84)

- 10.23. The Chair invited Jim Boyle to introduce the report.
- 10.24. Jim Boyle reported that the Cover Report contains details for the 2 reports which were attached as appendices, noting that the Public Bodies Climate Change Duties Report is a return which all Public Bodies not just NHS Boards are required to submit annually.

- 10.25. Jim Boyle reported that both reports for 2023-24, which are subject to Board approval are required to be submitted to Scottish Government by the end of November 2024.
- 10.26. Jim Boyle advised that both reports have been sequenced through the Audit and Risk Committee for comments, and thanked those who provided comments, especially Gillian Mawdsley who is the Board Climate Change Champion, advising that the comments have been incorporated into the final report submitted today.
- 10.27. Jim Boyle reported that this is a long-term project however required swift progress recording and noted the funding details supplied in Appendix 2. He reported that there is improved data gathering on electricity usage and the report now includes home working carbon emissions, which highlight the significant impact of remote work compared to the previous year. This proxy estimation covers 75% of employees working from home, with further consideration to be given for future reports.
- 10.28. Jim Boyle reported that the NES Annual Climate Emergency and Sustainability Report outlines the approved strategy for the financial year, detailing steps on how to proceed and enhance specific work areas. He advised that the action plan supporting the strategy is highlighted as important, with regular updates and reports to assure the Board. Jim Boyle reported that the action plan has been distributed and will be discussed at future audit and risk committee meetings.
- 10.29. Jim Boyle informed the Board that NES supported Scotland Climate Week with various events, emphasising the importance of contributing to this national initiative. He mentioned plans to establish an ambassador network of volunteers focused on climate issues to raise awareness and improve NES's efforts in this area which will include climate and emergency topics for training and education programs as a key focus for NES.
- 10.30. The Chair thanked Jim Boyle for the report and opened for questions.
- 10.31. Gillian Mawdsley noted that the reports are for submitting to Scottish Government therefore recognised that these are the formal templates required, however asked if it would be possible to add in suggested timescales on the report. She asked it there would be feedback from Scottish Government on the reports.
- 10.32. Jim Boyle reported that feedback will be received from Scottish Government on the Annual Climate Emergency and Sustainability Report but not on the Public Bodies Climate Change Duties Report and advised that any feedback received will be reported to Audit and Risk Committee.
- 10.33. The Board approved the Annual Report for 2023/24 on the NHS Scotland Global Climate Emergency and Sustainable Development Policy and approved the submission of the 2023/24 Annual Report to the Scottish Government by 30 November 2024.

10.34. The Board approved the proposed Public Bodies Climate Change Duties Report and approved the submission of the 2023/24 Public Bodies Climate Change Duties Report to the Sustainable Scotland Network by 30 November 2024.

#### 11. Governance Items

#### 11a) Board Assurance Framework

(NES/24/85)

- 11.1. The Chair advised that this paper can be taken as read and opened up for questions.
- 11.2. The Board commented on the differential in roles and responsibilities for the Whistleblowing Champion.
- 11.3. Della Thomas noted that this will be reviewed, and the report will be updated to reflect this.
- 11.4. The Chair thanked Della Thomas for the report
- 11.5. The Board approved the report.

#### **11b)** 2025-26 Board and Committee Meeting Dates (NES/24/86)

- 11.6. The Chair advised that this paper be taken as read and opened for questions.
- 11.7. The Board suggested that this report be scheduled earlier in the year next time to allow diary holds to be implemented avoiding diary clashes. **ACTION: LS**
- 11.8. The Board approved the report, and the Chair thanked Della Thomas for the report.

Significant issues to report from Standing Committees:

# 11a) Audit and Risk Committee (ARC) 3 October 2024

- 11.9. The Chair invited Jean Ford to provide a verbal update from the recent ARC held on 3 October 2024.
- 11.10. Jean Ford reported that 2 further Internal Audit Reports were received; these were Core Financial Controls which noted that significant assurance with minor improvements required and Workforce, HR and Finance data which was partial assurance with improvements required. ARC received detailed responses to the recommendations and are comfortable with the actions required.
- 11.11. The Chair thanked Jean Ford for the update, there were no questions from the Board.

# 11b) Staff Governance Committee (SGC) 7 November 2024

- 11.12. The Chair invited Lynnette Grieve to provide a verbal update from the recent SGC held on 7 November 2024.
- 11.13. Lynnette Grieve reported that items covered today were on the SGC Agenda, however noted the workforce report submitted by Karen Reid was more reflective of current position within HR and Workforce than previous reports received. The in-depth SGC monitoring report was paused with a request to focus on bullying, harassment and whistleblowing. The Letby Assurance paper was brought back to SGC for review and assurance.
- 11.14. There were no questions from the Board.

#### 12. Items for Homologation or Noting

- 12.1. NES Standing Committee Minutes
- 12.1a) Audit and Risk Committee, 13 June 2024. (NES/24/87)

The minutes of this meeting were homologated by the Board.

# **12.1b) Staff Governance 22 August 2024.** (NES/24/88)

The minutes of this meeting were homologated by the Board.

#### 13. Items for Noting

NES Annual Review Presentation

(NES/24/89)

#### 14. Any Other Business

14.1. There were no other items of business for consideration at this meeting.

#### 15. Date and Time of Next Meetings

- 15.1. The Chair announced the forthcoming meetings as Board Development Meeting with Scottish Social Services Council (SSSC): 27 November at 14:00, Board Development Meeting 23 January 2025 at 10:15, Public Board Meeting 06 February 2025 at 10.15, Private Board Meeting 06 February 2025 at 12:30
- 15.2. The Chair thanked everyone for their attendance and all papers presented.
- 15.3. The meeting closed at 13:25

LS/DT/KR/DG NES January 2025 v0.4

# NES

# Agenda Item 6

6 February 2025

# Rolling Action List arising from Board meetings

Minute	Title	Action	Responsibility	Date required	Status and date of completion
Actions	raised at Board meeti	ng on 21 November 2024	-	1	
7.16	Chief Executive's Report	Provide an update on the recruitment progress of Associate Director of Human Resources (HR)	KR	06 Feb 2025	Complete An update has been added to the February CEO report.
7.17	Chief Executive's Report	Provide an update on organisational changes within the Executive Team	KR	06 Feb 2025	<b>Complete</b> Information added to CEO report to create alignment in respect of performance information.
7.22	Chief Executive's Report	Share hospital at home event details	KK/LS	28 Jan 2025	<b>Complete</b> An email with an update on the event and <u>link</u> was shared with members
7.25	Chief Executive's Report	Communicate good news story – the first community pharmacist in the UK credentialed at an advanced practice level	AS/NH	23 Jan 2025	Complete This story has been <u>shared</u> on NES website
7.31	Chief Executive's Report	For the next Chief Executive's Report, link Performance information within the report to Strategic Key Performance Indicators aligning with the SKPI quarterly report	KR/CBi	06 Feb 2025	<b>Complete</b> The February 2025 CEO report has been updated to reflect the requested change.

Minute	Title	Action	Responsibility	Date required	Status and date of completion
8.7	Anchors Strategic	A further update to be provided.	СВі	27 Jan 2025	Complete
	Plan – Update on Progress				As part of the 25/26 National Planning ask, guidance has been issued to Boards in respect of anchors plans and priorities. Action to agree priorities is being taken forward along with colleagues in Scottish Government and this will be reflected in the draft Annual Delivery Plan (ADP) which will be presented for Board review and approval ahead of submission.
8.16	Engaging	Update the 'About Us' section of	СВі	06 Feb 2025	Complete
	Stakeholders Report	website with narrative on NES digital work			"About Us" section now updated.
8.18	Engaging Stakeholders Report	Discuss with COSLA colleagues how to strengthen the connection with NES and raise awareness of the work we do	KR	06 Feb 2025	Complete
					KR has raised this with COSLA and has a slot on a future COSLA Leaders agenda to discuss.
8.29	Engaging	Review and include justice colleagues	NH	06 Feb 2025	Complete
	Stakeholders Report	in future surveys			A cross section of stakeholders will be targeted in all future surveys.
9.27	Quarter 2 Strategic	Review Strategic Risk 1	DL	Dec 2024	Complete
	Risk Report				Risk was reviewed by Risk Owner in December 2024. No change to risk rating has been made, but the controls and actions have been reviewed and updated where appropriate
9.29	Quarter 2 Strategic	Strategic Add the topic of Wellbeing Matters to a	GP/DT	06 Feb 2025	Complete
	Risk Report	future Board Development Session / Executive Team Presentation			The topic of Wellbeing Matters has been added to the 2025-26 Board Development rolling topic list. A date for this topic will be proposed in the Board Schedule of Business scheduled to 27 March 2025 Board.

Minute	Title	Action	Responsibility	Date required	Status and date of completion
9.36	Quarter 2 Delivery Report	Share successes of significant achievements provided in the report	ASh/NH	06 Feb 2025	<b>Complete</b> Q3 key achievements (and contact information) shared with Corporate Communications to be considered for potential internal / external comms. Consideration will be given to continue this process in future quarters.
9.40	Quarter 2 Delivery Report	Add summary to highlight overall performance in cover paper	ASh	06 Feb 2025	<b>Complete</b> 'Summary of Delivery Position' section added to Quarter 3 Delivery Report cover paper presented at Agenda Item 8a. This section will be included in all future quarterly delivery reports going forward.
9.49	Quarter 1 Strategic Key Performance Indicators: Board Performance Report 2024-25 Delivery Report	Performance Reports to be taken earlier in the agenda	DT	06 Feb 2025	<b>Complete</b> 06 February Board agenda reflects this change
10.4	Equality and Diversity Outcomes Mid-Year Report	Find out if the NHS in Scotland holds a national set of statistics about workforce diversity	КН	22 Nov 2024	<b>Complete</b> Katy Hetherington has clarified that this information is taken from individual Boards Equality and Diversity data and held in a central data base. She has advised that there is variation in the completeness of the data.
10.12	NES iMatter Staff Experience Report 2024	Share iMatter results in newsletters and Town Hall meetings	NH	29 Nov 2024	<b>Complete</b> An all-staff email was circulated on 29 Nov 2024
11.7	2026-27 Board and Committee Meeting Dates	Schedule this report earlier in the year to avoid diary clashes	DT	06 Feb 2025	<b>Complete</b> This change in scheduling has been reflected in the 2025-26 SoB which is sequenced to 27 March 2025 Board for approval.

Minute	Title	Action	Responsibility	Date required	Status and date of completion
8.6	Draft Transformation Route Map	Progress a 'Talking Heads' Co-Pilot update for staff	NHay	06 Feb 2025	Complete
					An AI webinar is scheduled for March 2025 which will incorporate Co-Pilot.
					A Talking Heads update for staff will follow by end of April 2025.
8.18	Draft Transformation	Suggested changes made by the	CBi/NH	tbc	In Progress
	Route Map	Board be incorporated as appropriate and shared with the Board via correspondence			Further changes have been requested and final version is still to be circulated when complete.
Actions r	aised at Board meeting	on 15 August 2024		1	
7.36	Chief Executive's Report	Review the requirements for the Electronic Practice Assessment Document (ePad) update for Paramedics and progress the programme for roll out	KW	06 February 2025	In Progress This is specifically in relation to the development work for the ePADs (Electronic Practice Assessment Document) for paramedics and physiotherapists being subject to the NES Executive Team AOP digital prioritisation process where it has been rolled forward into the 25/26 process which has not completed so the timetable for commencement is not as yet agreed.
9.14	2020-2023 Corporate Parenting Triennial Progress Report	Plan for a version of this report to be prepared for children and young people	GP	06 February 2025	<b>Complete</b> Specialist Research Lead in Corporate Planning will develop a child friendly version of the Corporate Parenting report.

NES / LS / DT / CD Jan 2025 NES/25/04 Agenda Item February 2025



# CHAIR'S REPORT

David Garbutt, Chair of NES Board

06 February 2025

# 1. Introduction

- 1.1. Since the last Board meeting on 21 November 2024, I have attended meetings and events, as well as internal NES meetings, Board and Standing Committees.
- 1.2. I welcomed George Valiotis our new non-exec who joined us on Monday 6th January 2025. George Valiotis brings over 25 years of leadership experience at the intersection of health, education, and human rights. He has extensive experience locally in Scotland, and internationally. You will find George's biography here <u>George Valiotis | NHS Education for Scotland</u>.
- 1.3. I also welcome Louise Harker, our new boardroom apprentice. Louise joined NES on 1 January 2025 and will be with us until 31 December 2025. Louise's Biography here Louise Harker | NHS Education for Scotland.

# 2. Summary of Engagement from 25<sup>th</sup> November 2024

- 2.1. On 25 November, I met with Ally Boyle, non-exec to discuss his new role as Planning and Performance Committee (PCC). We had a detailed discussion about how the new Committee will manage business and how it will take on the assurance role from TIC
- 2.2. I attended the Aspiring Chairs programme meeting, we discussed leadership, the role of the Chair, working with non-executive colleagues and ethical standards. We also discussed the potential for widening membership to other Boards and this is to be discussed with SG colleagues.
- 2.3. NES and Scottish Social Services Council (SSSC) held a Joint Board Development meeting in person on 27<sup>th</sup> November in our Westport Office. In this meeting, we discussed the SSSC NES Joint delivery plan, strategic alignment and shared objectives, and memorandum of understanding and joint delivery plan priority access.

# 3. Summary of Engagement December 2024

- 3.1. On the 4<sup>th</sup> of December I joined the Improving Wellbeing and Working Cultures Strategic Board meeting, we discussed the public and population health framework, racialised health, the remit of the board and an update on workforce specialist service and workforce development programme. I then attended the 2024 Scottish Government Post-Budget Meeting with NHS Chief Executives, Chairs and Directors of Finance and IJB Chief Officers and Chief Finance Officers.
- 3.2. I joined the Welcome Event for the UK <u>Boardroom Apprentice</u> system on the 9<sup>th</sup> December. There were a variety of speakers who spoke about the experience of recent boardroom apprentices, the discussed the background to the programme and the programme founder. Attendee's included

boardroom apprentices from the 2024 current programme and Current host boards.

3.3. On the 11<sup>th</sup> December, I attended the NHS Chairs Meeting with the Cabinet Secretary, finance and budget (2024/25) and Programme for Government and Health and Care Priorities were on the agenda. The importance of the Reform agenda was stressed to all participants.

# 4. Summary of Engagement January 2025

4.1. I attended the SG/NES Strategic Sponsorship Meeting on January 8th. We discussed the budget, savings, and NES priorities This continues to be an effective forum for involving our sponsor team

I then had an introductory meeting with Lee Savarrio, our new <u>Director of</u> <u>Dental</u> who joined our organisation on 1<sup>st</sup> January 2025. I have asked Lee to meet as many of the Board members as he can and hope you can all get an opportunity to speak to him in person.

- 4.2. On the 14<sup>th</sup> Jan I had an induction meeting with George Valiotis, NES's new non-executive Director. George has a wide level of experience in Scotland and throughout Europe. I am sure we will all benefit from his expertise as we move forward/
- 4.3. I met with Simon Edgar, Director of Medical Education & Associate Medical Director for NHS Lothian to discuss the Scottish landscape. Simon was instrumental in supporting the work I undertook in relation to Doctors Wellbeing and as a result of that and Prof. Michael West's work on wellbeing Simon introduced many of the recommendations in NHS Lothian.
- 4.4. I attended the NHS Board Chairs Improving Population Health Group (IPHG) and the Board Chief Executives (BCE) Population Health Group meeting on January 16th. The agenda included discussions on the Population Health Framework, Health and Social Care Reform, and emerging priorities from each group.

David Garbutt Chair NES NES/25/05 Item 07b 6<sup>th</sup> February 2025

# Chief Executive's Report

# Professor Karen Reid, Chief Executive



Date: 06 February 2025

# 1. Introduction

- a) The agenda for our 6 February 2025 meeting will consider one strategic item: Strategic Risks and Risk Appetite.
- b) The Board will also receive two annual governance items for review and approval, including the Corporate Governance Package and Counter Fraud Strategy. The Strategy shows the work underway in NES, which supports the Strategy to Combat Financial Crime in NHS Scotland, including the work required to support compliance against the Counter Fraud Standard.
- c) The 2024-25 Quarter 3 Performance reports relating to Strategic Risk, Finance, and Performance will be reviewed and approved along with our Quarter 2 Strategic Key Performance Indicator Report.

# 2. Updates and Announcements

# 2.1. UK and Scottish COVID-19 Public Inquiries

- a) We continue to monitor the progress of the UK and Scottish Inquiries. Since the last report to the Board, we have not received any specific requests for information.
- b) The Scottish COVID-19 Inquiry has published the dates and themes of two sets of impact hearings which will take place in the first half of 2025. These are Worship and Life Events (29 April-2 May 2025) and Equalities and Human Rights (10-20 June 2025).
- c) The UK COVID-19 Inquiry are presently covering <u>Module 4 "Vaccines and</u> <u>therapeutics</u>".

# 2.2. National Care Services (NCS)

- a) On 13 November 2024 Minister for Social Care, Mental Wellbeing and Sport Maree Todd wrote to the Health, Social Care and Sport Committee, confirming the Scottish Government would not be seeking to start Stage 2 consideration of the National Care Service (Scotland) Bill on Tuesday 26 November 2024 as planned, and that it would work with the committee and parliamentary bureau to agree a revised timetable for 2025. She noted that the Scottish Government remained committed to plans for an NCS and would carefully consider the views of the committee, stakeholders, members of the public and political parties.
- b) On 21 November 2024, Ms Todd gave a statement to the Scottish Parliament. In it, she covered why the reform of social care is necessary, what the Scottish Government is currently doing to drive improvement, why the NCS is essential to achieving the change that people want and need, and why Stage 2 was paused.
- c) On 26 November 2024, Ms Todd and her officials gave evidence to the Health, Social Care, and Sport Committee. The focus of the questioning covered areas such as spending to date, opposition to the Bill, measures to address immediate concerns,

amendment of existing legislation, national insurance increase, accountability and the relationship with COSLA, integration, ethical commissioning, co-design, National Social Work Agency, and Anne's Law.

- d) Minister for Social Care, Mental Wellbeing and Sport, Ms Todd addressed Parliament on Thursday 23rd January to outline the future of the National Care Service (NCS). She advised of her intention to remove Part 1 of the Bill and to proceed with parts 2 and 3 only. This removes the need for structural reform and, rather than creating a new statutory NCS Board, the intention is to establish an Advisory Board with membership made up of unpaid carers, people who access care, NHS, council, and integration joint board leaders, the third sector and representatives from the Scottish Government.
- e) Ms Todd advised that the Scottish Government remains committed to the ambitions of the NCS and will proceed with plans to introduce Anne's Law, to embed rights to breaks from caring for unpaid carers and to improve data sharing across the health and social care sector, through primary legislation.
- f) The Minister intends that the new Advisory Board will ensure that targeted support is provided where standards are not being met and it will oversee progress in respect of key policy areas, such as GIRFE, the carers and dementia strategies and national, joint missions on delayed discharge and drug deaths.
- g) In her statement to parliament Ms Todd confirmed that a Charter of Right will be published and that the review of the National Health and Social Care Standards will progress. She reaffirmed the Scottish Government's commitment to overhauling eligibility criteria and for developing standards and guidance to support ethical commissioning. In respect of the workforce, Ms Todd advised that there would be a clear focus on national and local planning, high quality learning, development and leadership for social care staff.

# 2.3. NES Ministerial Annual Review

# a) NES Annual Review – 15 November 2024

The NES Ministerial Annual Review was led by Ms Maree Todd MSP, Minister for Social Care, Mental Wellbeing, and Sport. NES Chair Dr David Garbutt and Chief Executive Professor Karen Reid presented an overview of performance, key developments, and upcoming plans. The review served as a platform to highlight the organisation's significant achievements from the past year and to discuss the future priorities for NES.

You can view <u>NES's Annual Review Presentation</u> along with a <u>background</u> <u>briefing</u> here.

# 2.4. Announcements

# a) NES Board Room Apprentice

We are delighted to welcome Louise Harker, Board Room Apprentice. Louise joined NES on 1 January 2025 and will remain with us until 31 December 2025. Louise joins the Board as part of the Boardroom Apprentice Programme, a 12-month

learning, development, and placement programme that enables a diversity of new people to come forward to learn how to give their time and share their skills with third—and public-sector boards.

#### b) New Board Appointment

I am delighted to welcome George Valiotis to the NES Board as a Non Executive Director. George joined NES on 6 January 2025 and brings over 25 years of leadership experience in health, education, and human rights at national and international levels.

### c) Retirement of Board Secretary

I would like to extend my heartfelt thanks to Della Thomas, our Board Secretary & Principal Lead - Corporate Governance. Della will be retiring from her role in April. Della joined NES in April 2020 and has provided exceptional service, dedication, and professionalism to the Chair, myself, the NES Board and Committees, the Executive Team and many more colleagues. She has contributed significantly to our success and NES's achievement of high governance standards. I wish her all the best in her well deserved retirement.

#### d) New Year Honours list recognises two NES colleagues

I would like to acknowledge and congratulate the well deserved recognition of Ruth Robertson and Dr Pauline Wilson. Both have been recognised in the New Year Honours List 2025. Ruth, former Head of Programme, Health Protection, Nursing Midwifery and Allied Health Profession Directorate, has been awarded a Member of the Order of the British Empire (MBE) for services to Public Health and Health Protection in Scotland.

Pauline Wilson, Consultant Physician, NHS Shetland and NES Associate Postgraduate Dean for Remote and Rural Credentialing, has been awarded an Officer of the Order of the British Empire (OBE) for her outstanding contributions to medicine.

### e) Technology honours in OpenUK New Year Honours List

A further acknowledgement and congratulations to Jack Gilmore, Senior Developer with NES Technology Service and co founder of <u>Open Data Scotland</u> who has been recognised for his contribution to the open technology ecosystem in the <u>OpenUK New</u> <u>Year Honours List</u>. OpenUK is the industry body for the business of open technology in the UK. It spans software, hardware, data, standards and Artificial Intelligence.

#### f) Retirement of Deputy Director of NMAHP

Maria Pollard, Deputy Director of NMAHP, recently announced that she will be retiring in the summer of 2025.

# g) NES Annual Conference 2025

The dates for the NES annual conference have been confirmed. It will be held online over two days on 24 and 25 April 2025. This year's theme is Learning for Change: Tackling Health Inequity through Education and Workplace Learning.

The NES Annual Conference is accessible to professionals across health and social care who are interested in education and training, workforce development, and digital solutions.

Further details can be found here <u>NES Annual Conference</u>.

h) General Pharmaceutical Council (GPhC), Accreditation of the pharmacy FTY programme

NES are delighted to be accredited by the <u>General Pharmaceutical Council</u> (GPhC). The NES Pharmacy Foundation Training Year (FTY) programmes must ensure that they meet the required standards. The GPhC is the statutory regulator for pharmacists and pharmacy technicians in Great Britain, and this accreditation underscores the quality and compliance of our programs.

# 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.



# 4. **Performance - how we are performing as an organisation**

a) Since the November Board update, we have continued to perform well in our corporate delivery with 150 (84.5%) deliverables within the 2024/25 Annual Delivery Plan being completed or on target to be completed in line with the milestones set. A further 22 (12%) deliverables are progressing with minor delays and five (3%) are experiencing significant delay. One deliverable has been closed during Quarter 3. Out of the 27 deliverables experiencing delays, four of these are due to funding issues that are outwith NES's control. The remaining delays are broadly impacted by resourcing or external factors such as changes to or the timeliness of agreeing priorities and the majority of delayed deliverables are projecting an improved position at year-end.

- b) Performance in respect of our strategic key performance indicators has also been positive, with only 6 indicators reporting as red or amber during the quarter. We have continued to perform well in the majority of our performance measures, and have mitigating actions identified to improve our position in respect of benefits realisation from corporate change which will move from amber performance to green. In partnerships, we are continuing to perform well in respect of workforce data and have reported further increases in the numbers of education, research and strategic collaborations as well as innovation initiatives invested in, in collaboration with other stakeholder organisations. Our net promoter score remains red at –15 however mitigating actions are progressing in line with the actions approved by Board at the November 2024 meeting.
- c) In People we continue to perform well in respect of sickness absence, pay equality, staff retention and staff experience. The percentage of NES staff who report having a disability continues to be below the target set. The majority of our learner KPIs continue to report as green with the exception of the Medical Funded Trainee Placements Vacancy Rate which is reporting as red for the first time with concerns highlighted regarding recruitment to geriatric care, medical and clinical oncology.
- d) Overall, there have been a number of achievements during Q3 that support the delivery of the <u>NES 2023-26 Strategy</u> and align directly with our strategic themes (<u>People, Partnerships and Performance</u>), many of which are highlighted within this report.
- e) Further details on organisational performance are provided in the Delivery and SKPI Reports for this reporting period.

# 4.1. Climate Change Emergency and Sustainability (CES)

a) The Audit and Risk Committee recently received a report on the Climate Emergency and Sustainability work that has been taking place recently. In particular, the Action Plan that has been produced and updated was again presented to the Committee in detail. This Action Plan will continue to be updated going forward, with a particular focus on the work to embed awareness of this policy area in the education and training programmes that NES delivers. The report also noted that there have been no queries back from the Scottish Government Sustainable Scotland Network on the Annual Report and the Public Bodies Climate Change Duties Report that were submitted to those respective bodies at the end of November 2024.

Finally the report noted the formation of the NES Ambassador Network for Climate Emergency & Sustainability, which has met on two occasions, and which comprises representatives from across all directorates of NES

b) Online module on climate change and sustainability for all healthcare staff The Deputy Lead Dean/ Director is exploring the development of an online module on climate change and sustainability for all healthcare staff. Initially, the module will be informed by reviewing doctors' curricular needs, but it will be done in conjunction with NES Climate Emergency Sustainability colleagues. This initiative will inform and support future multi-professional offers.

#### 4.3 Planning and Corporate Governance Directorate

#### a) Communication and Engagement

Work to progress NES's withdrawal from X/Twitter continues and is being supported by the development of a unified branding strategy, criteria and guidance for social media management, and an evaluation framework for monitoring account activity to help us better understand reach and impact. The Corporate Communications team are also taking forward actions approved by the Board when considering the Stakeholder Survey Report at the November 2024 meeting. This includes refreshing the NES Corporate Communication Action Plan, mapping current capacity and capability across the organisation to create a unified approach to communication and marketing and establishing a monitoring and evaluation framework. A further update on progress in these areas will be presented to Board in due course.

#### b) Planning and Performance Committee

The 26 September 2024 Board approved dissolving the Technology and Information Committee from 31 March 2025 and the creation of the Planning and Performance Committee as of 1 April 2025. The Board received an outline of the proposed role and remit of the Planning and Performance Committee and the membership. Further work has been ongoing to develop draft Terms of Reference for the Committee. The Committee met in developmental form to discuss their role and remit on 20 January 2025.

#### c) 2025/26 Operational Planning and Annual Delivery Plan development

The 2025/26 operational planning process continues to progress. 2025/26 review meetings were successfully held with all NES directorates during December 2024. Working closely with NES Finance colleagues as part of our integrated 2025/26 operational and financial planning approach, work is now underway to develop the 2025/26 NES Annual Delivery Plan (ADP) in line with Scottish Government (SG) priorities and timelines. The draft ADP must be submitted by 27 January 2025.

SG issued a joint 2025-26 Financial & Delivery commissioning letter and associated guidance to NHS Scotland (NHSS) Health Boards on 28 November 2024. The core aim is to support Boards' Three-Year Delivery Plans with detailed actions for 2025/26 which are aligned to both Boards' Three-Year Financial Plans and ministerial priorities. The commissioning letter highlighted the ongoing financial and operational challenge within NHSS and the importance of NHSS Boards forward planning collaboratively. The letter also referenced the recent publication of a new SG <u>Directors</u> Letter which sets out a renewed approach to population health based planning across NHS Scotland and associated actions for NHSS Boards to ensure that planning for services is delivered in a collaborative and coherent way.

The SG NHS Board Delivery Planning guidance sets out the 2025/26 planning principles and context and also includes priorities for each territorial and national Board. In relation to NES specifically, the guidance asks that 2025/26 NES ADP includes reference to the following:

• Acting as the lead education and training body and a national health board with

NHS Scotland

- Developing and delivering education and training for the health and social care sector and other public bodies.
- Taking a Scotland-wide role in undergraduate, postgraduate and continuing professional development.

The guidance also asks NES to frame its ADP within the following seven priorities:

- Education and Training
- Workforce Development
- Digital
- Data
- Innovation and Research
- Best Value
- Anchors Institutions

SG have aligned their financial and planning delivery timelines so Boards have been asked to submit both their draft ADPs and Financial Plans by 27 January 2025 and final drafts by 17 March 2025. SG Health Planning colleagues will then meet with Boards individually following their draft ADP submission to provide feedback.

## d) 2025/26 Workforce Planning

As part of the ongoing alignment of workforce, delivery and financial planning processes, SG also issued a <u>DL</u> regarding 2025/26 workforce planning in December 2024. In recognition of current workload pressures facing the health and social care system, this DL supersedes a previous <u>DL in 2022</u> setting out a requirement for Three Year Workforce Plans. For 2025/26, SG have asked NHS Boards and Health and Social Care Partnerships to complete a reporting template that will provide an overarching view of workforce planning activity and key messages. Following approval via internal Board governance arrangements, Boards are asked to submit their completed workforce planning templates to SG by 17 March 2025.

## e) Quarter 3 Complaints

Three complaints and one expression of concern about policy were received in quarter three. Two of these complaints have been resolved (one upheld, one not upheld), and recommendations for improving processes and practice were made in each case. One further complaint and the expression of concern remain under investigation.

The small number of complaints received in quarter 3 is slightly fewer than the average within NES.

## f) Freedom of Information (FOI)

In quarter 3 of 2024-25, NES received a total of 32 FOI requests in comparison to quarter three of 2023-24, when 25 requests were received. This equates to a 28% increase for the same period. 100% of responses met the statutory timescales of 20 working days.

During this period, two requests for internal reviews were received. The first upheld the original decision, and the second is still under review.

In quarter three, NES Technology Services received the highest number of FOI requests, followed by Planning & Corporate Resources.

A paper on publishing FOI responses on the Intranet/Internet, including further information and signposting for FOI requests, is currently in development.

## 4.4 Medical Directorate including Health Care Science

## a) MARQA review 2023/24 – published

The Medical Appraisal and Revalidation Quality Assurance (MARQA) review was undertaken by NES, as sponsored by Scottish Government, looking at appraisal completion and revalidation rates across all designated bodies in Scotland. This is the first review since the pandemic and so a "light touch" approach was adopted. The report was presented to the national stakeholders group (Revalidation Advisory Board Scotland) on 12 November 2024 and the finalised report has been now published on the Medical Appraisal Scotland website: <u>https://www.appraisal.nes.scot.nhs.uk/ourwork/marqa-reports/2023-2024-review/</u>

Overall, both the review panel and the stakeholders group were pleased at the recommencing of the review and noted that most boards maintained a high level of appraisal completion rate (92%). However, some areas have struggled with appraiser capacity which meant (despite the high completion rate) a number of doctors in Scotland did not have an annual appraisal. The Scottish CMO has since written to all designated bodies supporting the panel's recommendations of:

- Ensure appraisal completion rate is not lower than 90% for both primary and secondary care (not combined)
- Return to a fuller review following this year's light touch approach
- Continue to support appraisals for Clinical Fellows
- Continued support for appraisers in Scotland through NES Appraiser training programme

## b) SOAR redesign project

In the summer of 2022, Scottish Government commissioned a review into Scottish Online Appraisal Resource (SOAR) - an online system developed and maintained by NES used by doctors working in Scotland for their medical appraisal and revalidation purposes to ensure it is still up-to-date and fit for use. An external developer undertook the review through an all user survey and a series of workshops with different user groups (e.g. appraisees, appraisers, Appraisal Leads, Admin teams etc). The review concluded that whilst SOAR was still fit for purpose, improvements to the appraisee user experience was needed.

Scottish Government funding was provided and work commenced in September 2023. We have been working closely with external and internal developers over the past year and the changes, which includes the most recent GMC Good Medical Practice 2024 updates, have now been deployed as of 28 January 2025. A series of lunch time webinar demos have been organised for users to drop in and ask questions about the new setup; and the <u>SOAR user guides</u> and <u>Medical Appraisal toolkit</u> have been updated to reflect the changes.

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

#### a) Self-Assessment of Organisational Readiness Tool (SORT)

The NMAHP Directorate successfully trialed the self-assessment of organisational readiness tool (SORT) tool to assess research readiness, identifying areas of excellent practice in the directorate such as robust quality assurance processes, supportive research culture, and embedding evaluation and research into projects from the outset. This trial has provided valuable insights into both our strengths and areas for development, laying a strong foundation for further growth.

Encouraged by these outcomes, the SORT tool will now be rolled out across all NHS Boards in Scotland as a standard measure of research progress and performance for NMAHPs. Our directorate will continue to use this tool as a key measure to drive improvements, build on existing achievements, and ensure alignment with key research performance indicators.

#### 4.6 NES Corporate Improvement Programme (CIP)

a) The Ways of Working & Property project is progressing well having delivered all objectives except for the Glasgow office move due to the contractor administration issue. The project team will continue to meet and report to the Transformation Group until the completion of the Glasgow relocation. Plans are being developed for clear communication with staff about the timelines and their roles in the Glasgow move, supported by line manager information sessions. The Inverness office refurbishment is on track for Autumn completion.

The NHS Lothian team has relocated to the Westport office's second floor, with full staff transition expected by early 2025.

## b) Learning & Education Quality System (LEQS)

The Learning & Education Quality System (LEQS) programme is progressing as planned. The Quality Framework for Practice Learning is currently under external consultation, with key policy and framework developments nearing completion. The integration of Strategic Key Performance Indicators (SKPIs) into Quality Management, Assurance, and Enhancement (QMAE) processes is moving into the testing and implementation phase. Operating statements and a structured approach to implementation have been approved and are set to commence in Quarter 4. This implementation underscores NES's commitment to providing high-quality, sustainable education and training, ensuring positive outcomes for learners and trainees.

- c) The Business Transformation Programme is advancing with active projects in Meetings Management and Operational & Financial Planning Reform. The Meetings Management project is testing CoPilot usage and refining meeting classification frameworks. Operational and Financial Planning has commenced the 2025/26 cycle, with lessons learned from the current cycle being integrated into ongoing improvements.
- d) **HR Transformation** is making significant progress, with six Standard Operating Procedures signed off and another twelve in development. The Stabilisation &

Recovery workstream has been extended into January 2025, focusing on workflow and SOP clarity. Recent HR Operating Model workshops have informed a revised project plan, aligning short-term practical actions with long-term aspirations.

e) The newly approved **Digital Capability & Confidence Programme**, launched in October and is currently in the scoping phase. Detailed resource and delivery planning are underway, with initial engagement efforts identifying directorate priorities and quick wins. The programme aims to enhance digital workforce capabilities and build confidence in digital tools and processes across the NES workforce.

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

- a) The **Turas Refresh Programme** which is being renamed as "Digital Learning Infrastructure" continues to navigate financial uncertainties. Although funding from the Scottish Government's Workforce Directorate is unavailable for the immediate future, the programme is exploring alternative investment cases. Prioritisation work continues to ensure that the programme can progress as much as is feasible until funding solutions are clearer.
- b) NHS Scotland Academy's National Ultrasound Training Programme (NUTP) has been able to expand. The acquisition of an additional temporary scanning room at NHS Golden Jubilee and the recruitment of specialist skilled staff, has enabled ultrasound exams provided to now include a range of musculoskeletal (MSK), head and neck, and trans-vaginal (TV) gynaecology examinations.

## 4.8 NES Technology Service (NTS)

## a) Digital Front Door

The <u>Digital Front Door</u> is a key commitment in the Programme for Government 2024\2025 as part of the Digital Health and Care Strategy to deliver a platform for people to access their health and care information and health and care services, directly. It will allow people to access, self-manage, and contribute to their own health and care information online. The FM announced on 27 January that he is seeking to bring forward delivery of the Digital Front Door Programme to December 2025.

To support progress, NES Technology Service presented a proposed scope for the initial release of Digital Front Door in Lanarkshire to the DFD Programme Board, which was approved. Work is underway to deliver the agreed scope and refine the delivery plan in more detail. The Outline Business Case (OBC) for Digital Front Door is progressing well, with the external partner (BJSS - Business Technology Consultancy). It will be finalised for wider distribution and review, initially to the Digital Front Door Programme Board, by the end of January 2025. Conversations are ongoing with Scottish Government around funding for 2025/2026 to allow full delivery of the agreed initial release.

## 4.9 Pharmacy

## a) General Pharmaceutical Council Registration Assessment

In November 2024 64% of trainee pharmacist from Scotland successfully passed the General Pharmaceutical Council (GPhC) Registration Assessment. This compares to a national pass rate of 58%

## 4.10 Social Care Directorate

#### a) Scottish Learning and Improvement Framework (SLIF)

The Director of Social Care has been invited to Co-Chair the Scottish Learning and Improvement Framework (SLIF) on behalf of NHS Board Chief Executives. The SLIF has been developed following a recommendation in the Independent Review of Adult Social Care. It sets out the vision and priorities for improvement in Adult Social Care Support, Social Work and Community Health that have been agreed across the system. The SLIF aims to support a move from a predominant focus on scrutiny and measuring performance to an approach that builds improvement and quality management into the system.

## b) Joint Social Services Taskforce

The Director of Social Care continues representing NES on the Joint Social Services Taskforce (JSST). The key objective of which is to accelerate progress on workforce improvement activity that will result in positive, tangible changes for the workforces. Having identified a number of different actions and developments that would help address the skills and qualifications deficit impacting on the social care workforce, the Social Care Directorate is developing these into proposals for consideration by the JSST at the end of January.

## 5. People – How are we supporting our staff, learners and trainees

## 5.1 Chief Executive Update

- a) I enjoy meeting with a range of NES staff to discuss key NES programmes and initiatives or as part of their induction to NES. Since the last Board meeting, I have continued to connect with NES staff to communicate key strategic messages through all-staff webinars.
- b) I was delighted to lead and engage with staff at the most recent staff engagement, the all staff key achievements webinar on 19 December 2024, which 358 colleagues attended. It was lovely for the Chair and I to thank staff and collectively celebrate NES's accomplishments over the year. Colleagues had the opportunity to showcase their directorates and teams' achievements and contributions. The webinar highlighted NES's significant impact in supporting the health and social care workforce, thereby improving lives and outcomes.
- c) I recently made some changes to my Executive Team, which now has the Director of NHS Scotland Academy, Learning and Innovation, and the Director of Planning and Performance reporting directly to me.
- d) There have been some changes to directorates to create a more streamlined NES approach for various internal and external activities. Laura Allison, Associate Director, has moved to the Nursing, Midwifery and Allied Health Professions Directorate .

Meanwhile, Principal Lead for Equality, Diversity, and Human Rights, Katy Herrington has transferred to the Planning and Performance Directorate.

- e) I am pleased to announce the recruitment process for the Director of People and Culture position is underway. The post was advertised on 13 January 2024 and will close on 4 February 2025. The interview process will progress in mid February, with final stage interviews scheduled for 7 March 2025. The Director of People and Culture will play a crucial role in providing executive and strategic leadership from a professional workforce perspective, to the Board, Chief Executive and senior managers of both NES and the broader sector.
- f) I am delighted to announce that following the recent recruitment of the new Associate Director for HR, Laura Liddle, currently Associate Director of HR at Healthcare Improvement Scotland who will join us in March 2025. Laura brings significant in depth knowledge and experience in NHS HR systems and processes.

#### 5.2 Dental, including Optometry

a) Professional Development Award (PDA) in Dental Practice Management (SCQF 8) The very first cohort of learners from across Scotland have undertaken the 11 month programme and have successfully achieved the PDA in Dental Practice Management, which is awarded by Scottish Qualifications Authority (SQA). The qualification was developed in partnership with key stakeholders in 2023. The programme is delivered online via MS Teams and consists of attending 10 online sessions and completing a range of assessments. Learner feedback has been very positive, with over 80% of the learners rating their overall learning experience of this programme 80% or above (KPI 12)

## b) The MINDSET UK

The MINDSET U.K. project has brought together experts in dentistry, research and mental health from the NES Dental Clinical Effectiveness research team and other UK healthcare and university partners to evaluate current levels of burnout, depressed mood, experienced trauma and preparedness to provide quality care in dental teams. Findings from the UK-wide survey conducted with the whole dental team in 2023 are being published as a series of papers in the BDJ under a new online special collection around dentistry and mental health: <u>New Mental Health Collection launched online</u> <u>British Dental Journal</u>

The first paper is now available: <u>Bearing the brunt: an exploration of the mental health</u> <u>and wellbeing of dental practice managers and receptionists in UK dental workplaces</u>] <u>British Dental Journal</u> The first paper has had some coverage in Dental Tribune International <u>Study shows psychosocial distress among administrative staff</u> and an interview with the authors is coming out in BDJ Team in February. There have been 1579 article accesses of this paper since publication in December 2024.

The study provides a robust UK wide evidence base and baseline data around the levels of psychosocial distress in dental teams, upon which policy makers and dental leaders can develop strategy and interventions. It is also having impact in terms of awareness raising within the members of the dental professions and more widely, with the work being recently presented at the Canmore Trust Wellbeing Conference

(November 2024, Glasgow) and other conferences planned for 2025. Based on the findings the project team recommend that solutions to the issues identified require change not only in support of individual behaviour, but at a system level, identifying and modifying those conditions which create an environment that promotes burnout and depression. In particular the project team stress the urgent need for a UK wide approach to reform the system within which NHS dentistry is delivered to improve the psychological safety of whole dental team.

## c) Mobile Skills Unit

The Optometry team saw a very successful catalogue of delivery on the Mobile Skills Unit over two weeks in November, in Inverness. This project saw collaboration across our Postgraduate Qualifications, Support, and Placement & Skills teams, who delivered sessions supporting practitioners working in the National Community Glaucoma Service, those undertaking the NES Glaucoma Award Training or their Independent Prescribing qualification placements, as well as those being onboarded into our Simulation Faculty. The Undergraduate Foundation Training Year team brought in our new partners from the University of Highlands and Islands, demonstrating to them our unique use of simulation equipment for placement delivery.

NES also hosted a visit for staff from the Highland National Treatment Centre. We were joined by colleagues from Scottish Government who attended multiple sessions and were very impressed with our state of the art simulation equipment and implementing this in simulated patient episodes. Optometrists in the area were delighted to have the opportunity for local face to face training. We continue to look for innovative solutions to solve placement provision in the rural and island settings to better support these communities

## d) Continuing Professional Development (CPD)

Optometry have a CPD delivery schedule for quarter 4 of 2024/2025. This includes "Prescribing: Confidence, Competence and Care CPD", "Opening your eyes to vascular health CPD" and we are repeating due to popularity the, "Paediatric Skills Day". A suite of complementary webinars, a Return to Work course, as well as several online Peer Discussions are also being delivered as part of the CPD programme. These face-to-face CPD days and online resources support the profession in their non-medical prescribing and clinical decision making in the community, aiming to reduce pressures on other resources such as GP practices and the Hospital Eye Service.

## e) Community Glaucoma Service

January 2025 has seen 20 optometrists start cohort 4 of the <u>NES Glaucoma Award</u> <u>Training</u> (NESGAT). This training is to support practitioners enrolling in the Community Glaucoma Service (CGS), which facilitates movement of care from busy secondary care hospitals into primary care community practices. Ongoing Community Glaucoma Service CPD support, for those delivering the service to the people of Scotland, culminates in our end of year, annual face to face Glaucoma Day in March 2025. This provides opportunities for excellent education and peer support for those delivering the service.

## **Medical**

## a) NES Mobile Skills Unit (MSU)

The mobile skills unit delivered its first simulation training session for care home staff. Staff and carers at Rubislaw Park care home were the first to experience simulation training aboard the MSU which provided a 3 day learning experience for carers, senior carers and team leaders. This was a collaborative effort between and <u>NES Clinical Skills Managed Educational Network</u> (CSMEN), <u>NHS Scotland Academy</u>, NHS Grampian, Rubislaw Park Care Home and Aberdeen University. Rubislaw Park Care home recognised the need for staff development in clinical skills to enable staff to deliver safe, patient focussed care. The specific skills sessions covered many topics relevant to care home nursing. Supporting skills development and training helps retain staff and enhances the lives and wellbeing of care home residents.

Training sessions covered:

- Signs of deterioration and the Restore Tool
- Simulated scenarios
- Communication skills Situation, Background, Assessment, Recommendation, Decision (SBARD)
- Venepuncture and blood sugar
- Cannulation subcutaneous (s/c) injections and intramuscular (IM) injections
- Wound care and dressings
- CPR, Automated External Defibrillator (AED), Basics airway manoeuvres and choking.

Feedback from a participants:

- "Excellent, informative and immersive training session. Refreshing skills and learning most recent gold standard in practice. Fun and relaxing environment, encouraging informal discussion between professionals. Multidisciplinary working, fantastic to have SAS participation."
- "Fabulous immersive training, allowing me to experience sensory deprivation and tremor, giving a more empathetic understanding to my daily working practice."

## b) The Scotland Foundation School

The Scotland Foundation School is expanding by 23% between 2024 and 2026. This expansion is to accommodate the increased Scotland medical school output as part of the Programme for Government. The Scotland Foundation Team are using this time of expansion to develop, in collaboration with our territorial health board partners, a number of innovative longer placements in the two year Foundation Programme, doubling the length of rotation length from 4 months to 8 months. A first in the UK, the intention aligns with the Medical Education Reform programme and seeks to improve the Foundation experience for these doctors and their trainers, support clinical service continuity at changeover dates bridging F1 and F2, while maintaining curriculum delivery across the 2 year programme. Four models are being piloted and will be evaluated, including pure 3 x 8 month and hybrid rotations, with nearly 12% of the August 2025 Foundation Programme posts subject to this pilot.

## c) Rural and Remote Credential

The Credential in Rural and Remote Health (Unscheduled and Urgent Care) addresses healthcare challenges in remote communities by equipping doctors with specialised skills. Developed by NES and GMC-approved, the credential supports flexible career paths via two routes: a supervised learner route and a recognition route for experienced doctors. It ensures consistent, high quality care in remote settings, enhancing workforce stability and career credibility. Seven doctors were awarded the credential in 2024, marking a milestone in rural healthcare. The programme continues to evolve, onboarding new candidates, refining pathways, and evaluating its impact on communities, employers, and workforce planning. Dr Pauline Wilson, Associate Postgraduate Dean, who has been involved in taking the credential through the GMC approvals processes to delivery, was awarded an OBE in the New Year Honours List for 2025.

## d) National Centre for Remote and Rural Health and Care

The Community Training Hub Pilot is being developed to support increased multidisciplinary training within rural community practices. Work is progressing at pace in conjunction with stakeholders from GP practices, NES Medicine, NMAHP, and Pharmacy. The online site is currently being reviewed by stakeholders with the aim of the site going live in March 2025.

The Rural GP Dispensing Practices Training Development programme of work is making good progress and will produce priority online training resources to be hosted on TURAS by March 2025. The training package will be for all staff involved in dispensing medicines within Rural GP Practices.

A second cohort of fifteen advanced practitioners has been funded to undertake the unique Rural Advanced Practice (RAP) MSc programme from September 2024. This brings the total number of practitioners being supported through this NES programme to 30.

## e) Supporting Medical Appraisers

In 2024/25, we have run 11 new appraiser courses, attended by 74 doctors, and 126 appraisers have attended 15 refresher appraiser sessions. A half day Appraisers conference is scheduled for the afternoon of 3 February. The Scottish Medical Appraisers conference has been organised with the primary goal of supporting the development of our appraiser workforce in Scotland. The conference will serve as an invaluable learning opportunity for the appraisers, enabling them to delve into various situations and approaches through small group case-based discussions. This interactive format aims to enhance their appraisal skills and contribute significantly to their continuous professional development.

Furthermore, the conference will facilitate networking among the attendees, allowing them to share experiences and best practices, thereby fostering a collaborative learning environment. By attending this virtual conference, appraisers will refine their skills and gain insights that will help them perform their roles more effectively.

## **Healthcare Science**

## a) Sarah Smith, Associate Director, Health Care Science (HCS)

We are pleased to confirm that Sarah joined NES on 18 November 2024. HCS now sits within the Medical Directorate. This brings several directorate interests together, particularly in the area of Diagnostics, and will facilitate a streamlined NES approach in a number of internal and external-facing activities.

## b) Co-funding model

In 2023-2024, six trainee clinical scientists were commissioned utilising a co-funding model with service to maximise the training post numbers. Further career development funds were provided to 27 Postgraduate practitioners and 25 Biomedical Science support worker staff.

#### c) Train the Trainer

A series of consolidation online workshops were delivered throughout the year including Train the Trainer; Training in Difficulty and Early Years Leadership with 139 attendees. These workshops are underpinned by elearning modules. In addition to this, 3654 learners accessed our CPD resources available on Turas Learn, with 4162 eLearning modules completed.

## 5.4 NES Technology Service (NTS)

## a) Digital Dermatology Pathway.

NES is delighted to be involved in a new national digital dermatology pathway that allows faster diagnosis and assessment of skin conditions. Scottish patients will benefit from the new national digital dermatology pathway. This service is provided through a secure mobile app. The National Digital Dermatology pathway is one of the first innovations to be approved for national rollout through the Accelerated National Innovation Adoption (ANIA). ANIA is a collaborative venture coordinated by the National Centre for Sustainable Delivery (CfSD) and involves NHS National Services Scotland, Healthcare Improvement Scotland, Public Health Scotland, and NHS Education for Scotland.

## b) Turas Learning Record Store and MyLearning Integration

The Scottish Social Services Council provides the MyLearning app, which enables learners to log learning activities. Turas Learning Record Store holds the learning records of all learning activities undertaken on Turas Learn and LearnPro. Integrating the MyLearning app with Turas Learning Record Store would allow people to view all their learning activities in one place and help reduce duplication of activities. We have concluded work on a pilot to integrate the SSSC MyLearning app with the Turas Learning Record Store and were able to pull learning records from the Turas Learning Record Store and for this to be displayed in the MyLearning app. This is important in the development of the National Induction Framework that can help reduce the problem of duplicated induction activities.

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

## a) Medical Associate Professions (MAPs)

The Medical Associate Professions (MAPs) workstream continues to support both

existing and trainee MAPs within the service. The General Medical Council (GMC) began regulating Physician Associates (PAs) and Anaesthesia Associates (AAs) in December 2024. The UK Government's 'Leng Review', an independent review focusing on PAs and AAs, was announced in November 2024. NES remains active in fulfilling statutory regulatory requirements.

## b) Fellowships in Clinical Artificial Intelligence

NES is supporting 2025 recruitment for **Fellowships in Clinical Artificial Intelligence** with candidate assessment processes underway for a 2*nd* Scottish cohort to join this programme. This programme is best viewed as work based learning, with fellows placed within live Clinical AI projects as they progress through this hybrid twelve month taught programme. Fellows benefit from clinical supervision from a lead clinician immersed in this specialty area, in combination with programme delivery and Networking with peers across UK.

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

#### a) The Neuro Bureau

Following feedback from our neurodivergent doctors and dentists in training to the Senior Specialist Lead for Disability, a peer support network was established in May 2024. Since its inception, the network has held monthly meetings and set up a dedicated MS Teams Channel for sharing information and resources. The group, named 'The Neuro Bureau' by its members, offers a collaborative platform where individuals can share experiences, exchange strategies, and provide mutual encouragement. The network aims to empower its members to build a more understanding and accommodating professional environment. With 63 current members and growing, the group now includes neurodivergent doctors who have recently completed their training but whose network memberships continue to play an important role in acting as allies for those still on their training journey.

## 5.7 Pharmacy

## a) Foundation Training Year 2024-25

213 Funded trainee pharmacists have commenced Foundation training in the 2024-25 cohort. This number will reflect 97% fill of potential places (213 of potential 220). We recognise there is a difference presented in the data between accepted offers and those moving to take up places via active enrolment. There are various reasons why this is the case, one prominent one being the filling of last-minute vacancies

#### 5.8 Planning and Corporate Governance Directorate

#### a) Consultation on NES's future equality outcomes

Our consultation on our equality outcomes for 2025-2029 recently closed. This was shared with staff, externally on our website, and via our social networks. Over 160 responses were received. These are being considered to finalise our equality outcomes which will be included in NES's Equality, Diversity and Inclusion Strategy, and will be tabled at the Board in March 2025

#### 5.9 Psychology

#### a) Psychological Therapies for the Workforce

During the COVID pandemic, the Scottish Government funded NHS Education for Scotland (NES) to increase NHS Boards' capacity to deliver psychological therapies for the workforce's mental health and wellbeing. The funding provides access to psychological therapies for health and social care workers, including third sector and independent care staff. The service started in 2020/21 and has a framework for future funding confirmed in late 20241.2024.

#### Service in the Boards

At least 0.5 WTE Clinical Psychologist is included in the skill mix, with 14.72 WTE posts funded across Scotland. These posts complement other local services developed pre-pandemic and additional services set up in response to the pandemic.

## **NES Support**

NES provides quarterly reporting to the Scottish Government on anonymised workforce data, referrals, clinical interventions, training, coaching, and supervision. NES also hosts events to support service development, improve data processes, and share strategic approaches.

#### Data

The service shows good outcomes and positive feedback, contributing to staff retention and preventing prolonged sickness absence. Most staff presenting are in the moderate to severe range on CORE-10 measures of distress, with 80% showing improvement after more than two sessions.

## Examples of qualitative feedback

- "I wouldn't have stayed in the NHS if it weren't for this therapy service."
- "Undertaking therapy has stopped me going off sick and enabled me to continue working and caring for others."
- "I questioned if I could stay in general practice, I am now enjoying it and looking forward to the future as a GP again."
- "...this support definitely helped me to avoid ending up off sick with stress for a long period."

## 5.10 Social Care Directorate

## a) Getting It Right for Everyone (GIRFE)

Scottish Government colleagues recently delivered a very informative and helpful presentation on GIRFE to the Executive Team, which was very well-received <u>Getting it</u> right for everyone (GIRFE) - gov.scot. GIRFE is a new multi-disciplinary practice model that seeks to ensure that agencies collaborate and communicate effectively to deliver more personalised, preventative and holistic care and support, by putting the person at the centre of all the decisions that affect them. Following the presentation to ET, the Director of Social Care is leading a discussion across NES on our contribution to promoting and supporting the development and implementation of this new practice model. The Executive Team have also agreed to provide a development opportunity for someone to work with the policy team to create learning resources on GIRFE. We are also planning an ELG and a Board Development Event on GIRFE.

#### 5.11 Workforce

#### a) National Programmes

NES continues to support building quality improvement (QI) capacity for health and social care staff through a number of national QI learning programmes. The QI Team are working with stakeholders to develop new QI learner pathways due for launch 2025/2026. The new pathways will provide health and social care staff flexible and tailored learning opportunities relevant to their role in their organisation.

November 2024 marked the 10th anniversary of the <u>Scottish Improvement Leader</u> (<u>ScIL</u>) programme; the programme is focused on the development of individuals with a key role in leading QI work within their organisations. A celebratory event held on November 5th provided an opportunity to reflect on the impact of ScIL over the past 10 years. The impact stories shared during the celebration event are available on the QI Zone: <u>https://learn.nes.nhs.scot/79163</u>

#### b) Realistic Medicine and Value Based Health and Care

NES continue to work closely with the Scottish Government Realistic Medicine (RM) Policy Team to support the delivery of the <u>Value Based Health and Care Action Plan</u> (VBH&C). This involves NES working in partnership with NHS Boards and Education Providers to inform the education and training of future and existing workforce to practise RM. Most recently, the Shared Decision Making eLearning Module has been refreshed to enhance the suite of resources that are available on the <u>RM TURAS</u> <u>Pages</u>. Work is also ongoing collaborating with Higher Education Institutions (HEIs) to embed RM and VBH&C content within undergraduate and post graduate courses. This has involved providing material and resources that can be added to existing curricula, presenting at an all school webinar for health and care programmes run by Queen Margaret University and, testing content within Midwifery and Integrated Care Courses at University of West of Scotland. NES have an active RM Champions network who are working to embed RM content across existing NES learning resources and programmes where appropriate.

#### c) The Digital and Data Capability Framework Self-Assessment Tool

Developed by NHS Education for Scotland on behalf of Scottish Government and COSLA, the Digital and Data Capability Framework Self-Assessment Tool was launched in January 2025. It was created to help guide individuals through the Framework and allow users to measure their own digital skills, knowledge, and behaviours.

## d) Digital Capabilities & Confidence Programme

Developing strong digital skills and knowledge is vital to delivering our core business and enhancing learners' experience. It is also essential to look ahead to how NES can support new developments and ways of working that make greater use of digital and AI to increase our effectiveness and efficiency.

This programme has been established with our Programme Management Office (PMO) to drive the workforce-wide assessment of digital skills and capabilities. This will enable a stronger and more focused approach to developing, reskilling, building, and supporting the necessary skills, knowledge, and capabilities to work more effectively

digitally. The programme will also consider how we build supportive career pathways and approach job design to enable digital ways of working and a culture to support this.

The programme started in December 2024 and will quickly progress to the first stage of outcomes, which is to assess workforce digital capabilities through self-assessment, identify routes for developing skills, and define as an organisation what we want and need from working in an increased digital environment.

Programme progress will be reported monthly to the Transformation Group.

## e) Armed Forces Talent Management Programme

As part of the armed forces talent management programme, NES recruited an Armed Forces intern for three months to test and evaluate the newly developed internship scheme, which aims to launch nationally in May 2025. The intern brings valuable insights and skills from the Armed Forces Community and, in return, gains valuable experience working with the Armed Forces Talent Team. This also supports NES's ongoing commitment to the Armed Forces Covenant.

## f) Line Managers Network

Following the launch in September 2024 of the Line Managers' Handbook, the Line Manager Network has been thriving with development and networking opportunities to support our managers at all levels. The Handbook was launched to support line managers to improve their people management skills and knowledge. A range of sessions are offered to familiarise Line Managers with what is expected of them when leading and managing a team. The focus of the sessions ranges from good recruitment through to how to manage a hybrid working team well. Sessions not only focus on what we need managers to do but how we encourage them to behave and lead by example. There is an evaluation for each session, which we use to review sessions and materials. Managers are reporting so far that they have found this resource helpful, and we plan to strengthen this further over the coming 6 months.

## g) Learning at Work week 2024

As part of our ongoing commitment to learning a second Learning at Work week was delivered in November 2024. The week's theme focused on recognising and celebrating talent and providing opportunities to attend sessions. The intent behind the second learning at work week was to give more space for the workforce to complete their essential learning and to remind them of the protected learning time they all receive to support a commitment to continuous professional development. The week was received well with positive feedback on a tool we trialled to encourage peer recognition and celebration of talent and good practice. This tool will be rolled out more fully in the coming 6 months as part of a sharper focus on further developing our culture and behaviours to support the delivery of high-quality learning that is in line with our strategy. The Learning at Work week will be evaluated and reported to the Staff Governance Committee.

## 6. **Partnerships - how we are supporting our partners**

#### **6.1 Strategic Partnerships**

#### a) NHS Scotland Academy

NHS Scotland Academy (NHSSA) continues to deliver its programmes while exploring several potential new workstreams. The impact of some NHSSA projects is evident in reducing waiting times for a number of diagnostic tests as part of the imaging and endoscopy programmes. The first intake to the new programme for people working at career levels 2-4 in Central Decontamination Units is recruiting now, with a start date of 10 February 2025. We also have recruitment open for our Surgical First Assistant programme with a start date of 5 May 2025, our Foundations in Perioperative Practice Programmes with a start date of 16 June 2025 and our Biomedical Science cohort 2, with a start date of 4 Feb 2025.

## b) Learning & Education Collaborative Working Group

NES has facilitated the establishment of a working group of Scottish skills and education strategic partners to collaborate on relevant workstreams in the delivery of health and social care learning and education. The group includes senior colleagues from the following organisations: NES, Scottish Social Service Council (SSSC), Colleges Scotland, College Development Network (CDN), Scottish Qualifications Authority (SQA), Scottish Funding Council (SFC), Skills Devlopment Scotland (SDS) and Universities Scotland.

## c) Academy of Medical Sciences

As part of NES's developing partnership work with the Academy of Medical Sciences, NES hosted their *Hospitals at home fit for the future* workshop on 20 January 2025. The <u>Academy of Medical Sciences' FORUM</u> hosted a workshop in partnership with the <u>British Geriatrics Society</u> to discuss how to deliver hospitals at home for people who are experiencing, or at risk of, frailty. <u>FORUM</u>: Hospitals at home fit for the future <u>I The Academy of Medical Sciences</u>

## d) Strategic Partnership with Universities

NES's formal partnership activities are continuing to develop with University of Strathclyde, University of Dundee, University of St Andrews, and the Open University in Scotland. Formal partnership agreements with the University of the West of Scotland (UWS) and Glasgow Caledonian University will be finalised in early 2025.

## 6.2 Chief Executive Update

- a) NES continues to develop new strategic partnerships and build on the already established partnerships. Such collaborations 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.
- b) 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 codesigned and shaped by the voice and needs of people with lived experience as well

as the needs of health and social care staff.

- c) The NES Executive Team (ET), Transformation Group (TG), and Strategic Implementation Group (SIG) continue to meet formally. Collectively, they focus on strategic matters, strategic scrutiny, cross-organisational leadership, and ensuring the direction of strategy with a focus on our people, partnerships, and performance.
- d) 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 the Chief Executives and other senior colleagues, NHS National Board Chief Executives (BCEs), NHS BCEs and Scottish Government, NHS Board CEs Private meetings, and Strategy and Business meetings.

As with all Accountable Officers, I meet monthly with Caroline Lamb (Director-General of Health and Social Care and Chief Executive of NHS Scotland).

- e) I am Chairing / co-chairing the Joint Negotiating Committee on contract reform for resident doctors and dentists in training. I am the NHS Chief Executive lead on pay negotiations for consultants, Specialty and /resident doctors and dentists in training. I also continue to lead on behalf of BCEs work on the future of the National Care Service.
- f) Engagement with Scottish Government (SG) continues through my regular 121 meetings with a number of SG colleagues and my attendance at wider SG meetings. NES continues to engage with SG through the Strategic Sponsorship involving myself, NES Chair and SG's Director of Health Workforce. The focus of discussions has been on funding arrangements and NES priorities.

## 6.3 Dental

## a) Two National Oral Health Improvement events

The reducing inequalities/dental workforce development team delivered two national oral health improvement events. In November, NES hosted partners from across the Smile4Life (Homeless) and Mouth Matters (Justice system) programmes to develop community engagement and social participation in improving oral health. Social Worker researchers from Brazil who were visiting the University of Dundee attended the event and shared their experience. In December NES hosted the Caring for Smiles (older people) and Open Wide (people with additional care needs) programmes exploring the use of creating imaginative learning techniques in oral health education.

# b) Review of National Occupational Standards: Dental Nursing & Dental Technology

Continued partnership working with Skills for Health in the UK wide review of the National Occupational Standards (NOS) for Dental Nursing and Dental Technology. The Associate Postgraduate Dental Dean (DCP) is the chair of both UK Steering Groups. The Dental Nursing NOS Consultation period closed 23 December 2024. 107 responses received from across all four nations. The NES Dental Care Professional workstream Specialist Leads have made a significant contribution to updating the NOS and authoring a new NOS. The revised NOS now meets the General Dental Council's

Safe Practitioner Framework. Skills for Health launched The Dental Technology NOS consultation on 6<sup>th</sup> January 2025: <u>https://www.skillsforhealth.org.uk/resources/review-of-oral-health-national-occupational-standards/</u>

## c) Review of the Modern Apprenticeship in Dental Nursing

Continued partnership working with Skills Development Scotland, Skills for Health and key stakeholders within the Scottish Apprenticeship Development Group (ADG) in the review of the Modern Apprenticeship (MA) in Dental Nursing. The Associate Postgraduate Dental Dean (DCP) is the chair of the Scottish Apprenticeship Development Group (ADG). The SVQ & MA in Dental Nursing consultation will commence end of January 2025.

## 6.4 Medical including Healthcare science

## a) Academic Medicine

The Medical Directorate has undertaken a review of Academic Medicine career pathways and opportunities in Scotland. It identifies challenges and opportunities in Scotland's academic medical workforce. It emphasises inequities based on gender, geography, and specialties, and highlights the need for strategic workforce planning and improved communication across organisations. The ageing academic workforce, underrepresentation of women, limited flexibility, the lack of an educator academic pathway and differential training opportunities in academic medicine compared with other parts of the UK are key concerns. Working with strategic stakeholders, the directorate will be taking forward a number of recommendations to improve clinical academic workforce supply to meet Scotland's population health needs. We will also seek to work across professions to share opportunities and promote equity of opportunity and parity of esteem in access to academic career pathways and opportunities.

## b) Emily Test charity

Discussions with Emily Test charity are being undertaken to explore potential development of online educational resource on Gender Based Violence and Suicide prevention for all doctors. This will be done in conjunction with colleagues in the Workforce Directorate.

## c) Healthcare Science

HCS has engaged with colleagues within the NHS Scotland Academy on a range of initiatives, including the new Accelerated Institute of Biomedical Science (IBMS) IBMS Registration Training Portfolio Programme. It has also contributed to developing the NES Climate and Sustainability Strategy 2024–27. HCS has also contributed to the Scottish Government's Healthcare Science strategic approach and has been pivotal in the education and training review.

A range of promotional events have been delivered in partnership with HCS colleagues in the regional boards to promote the healthcare science profession, and this has been extended to collaborating with external organisations such as Developing the Young Workforce (DYW) Live, My World of Work, Skills Development Scotland, Glasgow Science Centre, and Scottish Universities Life Sciences Alliance (SULSA).

## d) National Centre for Remote and Rural Health and Care

The national centre team working on improving remote and rural recruitment and retention are working closely with the Centre for Workforce Supply (CWS) and Scottish Government Recruitment Teams. As part of this joined-up approach, monthly live stakeholder network sessions are delivered to ensure the sharing of ongoing work and to engage with a wide range of remote and rural health and care stakeholders around this priority area of work. Feedback from these sessions and input from the national centre team is being used to shape the Scottish Government Remote and Rural Recruitment and Retention Strategy due to be published in 2025.

#### 6.5 NES Technology Service (NTS)

#### a) Accelerated National Innovation Adoption (ANIA)

NES maintains its strategic delivery partner function by informing workforce, education, and training considerations, now including a new aspect: endoscopy Artificial Intelligence (AI) and a more comprehensive evaluation of electrocardiography (ECG) patches.

Following the approval to proceed to the go live at the Digital Dermatology Programme Delivery Board on 24th October 2024 the programme has moved to a rollout phase. As of 8th January, there are now a total of 263 GP practices live with Digital Dermatology and there has been a total of 361 photo sessions using the Consultant Connect app and 163 SCI Gateway referrals to Dermatology with an associated image(s) enabling dermatologists can carry out robust referral triage without the person being physically present.

Continued engagement with remaining Health Boards to confirm go live dates before the end of March 2025.

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

#### a) Masterclasses

The Mental Health and Wellbeing Team have delivered two masterclasses. The first, in partnership with the University of Vienna, focused on supporting children and young people in relation to non-suicidal self-injury. The second, in partnership with the Scottish Women's Autism Network, focused on supporting neurodiverse women in relation to mental health, self-harm and suicide. Both masterclasses included a focus on ensuring effective communication and the need for services to take a person centred, human rights-based approach. Across both masterclasses we had approx. 1000 attendees, and initial feedback has been very positive.

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

#### a) Pathways and Partnerships

The new Pathways and Partnerships team has completed its planning phase, progressing to analysis of current practices and data sources. Connections with both internal and external stakeholders to align efforts in developing a scalable methodology are being made, fostering a collaborative approach to future-focused learning and career pathways.

## b) Knowledge Management and Discovery

The budget for the tender of the digital library resources was approved by NES Executive Team. Award letters and contracts are being prepared to send to suppliers. January-December. Contracts have been prioritised to ensure continuity.

## c) Digital Health and Care Innovation (DHI) hub

The next phase of the partnership focuses on skills development in Morayshire, and we plan to expand. Currently, we're exploring XR simulation and mental health initiatives, particularly suicide prevention. Academic and industry leaders are preparing a January submission for the Mindset UK challenge.

## d) National Manufacturing Institute Scotland (NMIS)

NES and NMIS are progressing direct engagement with NHS Grampian and NHS Shetland regarding potential collaboration on foresighting, with a focus on Artificial Intelligence (AI). The Medical Schools Council's Youth Academy team is enhancing attraction to undergraduate medicine by updating an online application resource hub. Additionally, the Scottish Government's commission on apprenticeships has recruited a Senior Specialist Lead to advance work on earn-as-you-learn routes, with joint efforts from Skills Development Scotland to provide research support. This project is set to be completed by mid-March 2025.

## 6.8 Social Care

## a) Joint Work with Scottish Social Services (SSSC)

NES continue to progress in our joint work with the SSSC on developing a National Induction Framework (NIF) for Social Care and a Career Opportunities Tool (COT). Extensive stakeholder engagement has informed the identification of core content of the NIF, and we are curating what currently exists to identify gaps where new content may need to be developed. As we move into the second year of this project, we will be exploring the potential for completion of the NIF to be certificated to provide evidence to support individuals working towards their qualifications. In respect of the COT, as well as developing a web-based version of the tool, we are scoping out the potential for an AI version via Co-Pilot to provide a more interactive version that will deliver more personalised information on social care career opportunities, taking into account of individual's circumstances.

## b) The Promise

Colleagues in the Scottish Government who lead on 'The Promise' have invited us to meet with *The Promise Scotland* to advise on the work we are doing internally and to consider how NES may be able to promote awareness across the workforce of the ambitions of the <u>Plan24-30</u>. Plan 24-30 has recently been published to provide a route map for 'keeping the promise' and ensuring that the care experienced by young people grows up loved, safe, and respected.



NES/25/06

NHS Education for Scotland Agenda Item: 08a Date of Meeting: 6 February 2025 Public Board Paper

## 1. Title of Paper

1.1. 2024/25 Quarter 3 Delivery Report

## 2. Author(s) of Paper

2.1. Alison Shiell, Planning & Corporate Governance Manager

## 3. Lead Director(s)

3.1. Christina Bichan, Director of Planning & Performance

## 4. Situation / Purpose of paper

- 4.1. This report provides the Board with a Quarter 3 (Q3) update on NES's delivery performance against the deliverables and milestones set out in the 2024/25 NES Annual Delivery Plan (ADP). The report uses (B)RAG exception reporting to evidence progress and completion status.
- 4.2. In addition to the cover paper, the report comprises a 2024/25 Q3 summary progress report (Appendix 1) and a full 2024/25 Q3 update (Appendix 2).
- 4.3. The Board are asked to review and approve this report.

## 5. Background and Governance Route to Meeting

- 5.1. This report has been prepared for the Board's review and approval and has been considered by the NES Executive Team in advance of 6 February 2025 Board meeting.
- 5.2. The 2024/25 NES ADP was approved in principle by the NES Board in May 2024. Following planned discussions between NES and Scottish Government (SG) policy colleagues in June and early July 2024 to clarify NES's 2024/25

deliverable and funding position, NES received SG approval for the 2024/25 ADP via a formal letter issued on 10 July 2024.

5.3. The 2024/25 NES ADP is available to access via the <u>Corporate Publications</u> page of the NES website.

## 6. Assessment / Key Issues

## 2024/25 Quarter 3 – Summary of Delivery Position

- 6.1. At the end of 2024/25 Q3, 150 out of 178 (84.5%) of deliverables are completed or on target to be completed in line with ADP milestones. 22 (12%) deliverables are progressing with minor delays and five (3%) deliverables are experiencing significant delay. Out of the 28 deliverables experiencing delays, four of these are due to funding issues that are outwith NES's control. This equates to 2% of the overall 2024/25 ADP deliverable total (178).
- 6.2. As per the 2024/25 Quarter 2 (Q2) Delivery Report and in order to provide the Board with as much assurance as possible regarding NES's overall delivery position, the Q3 report provides additional context about any deliverables affected by funding delays and whether these delays are within / outwith NES's control. This information is set out within Section C (page 11).
- 6.3. The Board will wish to note that the Q3 RAG status and updates provided for the eight NHS Scotland Academy (NHSSA) ADP deliverables remain in draft at the time of writing. This is due to joint NHSSA governance arrangements between NES and NHS Golden Jubilee and a slight change in timelines for the approval of the 2024/25 Q3 updates. The final 2024/25 Q3 delivery position will be reported via verbal introductory comments at the 6 February 2025 NES Board meeting.
- 6.4. For the Board's information, as per the enhancements outlined in the the Q2 report, the full 2024/25 Q3 update (Appendix 2), contains a Projected Status column which enables directorates to provide an anticipated (B)RAG rating for the next quarter. Given the proximity to 2024/25 year-end, any deliverables projecting a Red / Amber status for Quarter 4 (Q4) have been noted. NES Planning will monitor ongoing delivery status of all deliverables and proactively engage with directorates during Q4 as required to support deliverable completion. The final 2024/25 delivery position will also be reported via NES Strategic Key Performance Indicator 40 (% of ADP deliverables not on track).

## Section A - 2024/25 Quarter 3 – Delivery Performance Overview

6.5. Delivery performance at the end of 2024/25 Q3 is summarised in Table 1a. For the Board's information, one deliverable has been closed during Q3. Further information is provided within Table 5 (2024/25 ADP Amendments / page 13).

## Table 1a: Summary of deliverable status – 2024/25 Quarter 3

Deliverable Status	Number	Percentage
Blue – complete	1	0.5%
Red – significant delay	5	3%
Amber – minor delay	22	12%
Green – on track	149	84%
Deliverables closed	1	0.5%
Total	178	

6.6. Appendix 1 provides a summary of 2024/25 ADP delivery and an overview of the Q3 delivery position. This is supported by additional context and detail provided in the later sections of the cover paper. An overview of NES directorate (B)RAG status at Q3 is shown below in Table 1b. For the Board's information, there have been no changes in directorate ownership of deliverables during Q3.

## Table 1b: Summary of NES directorate RAG status – 2024/25 Quarter 3

NES Directorate / Business Area	Total 2024-25 ADP Deliverables	Blue	Red	Amber	Green	N/A
Dental	21	-	-	1	20	-
Finance	7	1	-	-	6	-
Healthcare Science	5	-	-	-	5	-
Medical	28	-	-	4	24	-
NHSS Academy, Learning & Innovation	22	-	1	5	15	1
NMAHP	32	-	3	6	23	-
NES Technology Service	10	-	1	3	6	-
Optometry	7	-	-	1	6	-
Planning & Corporate Resources	4	-	-	-	4	-
Pharmacy	11	-	-	-	11	-
Psychology	5	-	-	1	4	-
Social Care	5	-	-	-	5	-
Workforce	20	-	-	1	19	-
Corporate	1	-	-	-	1	-
Totals	178	1	5	22	149	1

#### Section B - 2024/25 Quarter 3 – Red & Amber Deliverables

- 6.7. Five deliverables have been reported as Red (experiencing significant delay) at Q3, which is a slight increase in comparison to Q2. Two deliverables that reported Red at Q2 continue to report Red at Q3. Three deliverables that reported Amber at Q2 have been escalated to Red at Q3. Two of these newly Red deliverables projected a Q3 Red status at Q2 as part of our enhanced quarterly reporting process.
- 6.8. One deliverable reported as Red within the Q2 Delivery Report (4352 / NMAHP development of an Infection Prevention and Control Education Strategy) was later identified as having been reported Red in error. This deliverable has been de-escalated to Amber at Q2 and retrospective narrative added to the full

2024/25 Q3 update (Appendix 2). For the Board's information, this deliverable continues to report as Amber at Q3. Further information is presented in Table 3.

- 6.9. The increase in Red deliverables at Q3 is as a result of changes outwith NES's control. Further detail, including actions being taken to mitigate delays with the aim of bringing deliverables back on track (and their proposed timelines), is presented in Table 2.
- 6.10.22 deliverables have been reported as Amber (minor delay) at Q3. Further detail, including the actions being taken to mitigate delays with the aim of bringing deliverables back on track (and their proposed timelines), is presented in Table 3.

## Table 2: Impacts and mitigations summary – Red deliverables

2024/25 Qu	arter 3 – Red Deliverables				
ADP ref	Overview / Impact of Current Delays and Mitigating Actions				
NHSS Acad	NHSS Academy, Learning & Innovation (NHSSA, L & I)				
	The deliverable focused on the delivery of Phase 2 of the TURAS Refresh (completion of the Full Business Case / FBC) continues to be delayed by resource constraints and confirmation of any SG funding to support FBC development. Additional resource requirements have been scoped however if this resource is not received the completion of the FBC will be delayed into 2025/26.				
4807	As a result of the current delivery position, this deliverable is projected to report Red at 2024/25 year-end. If additional resource is confirmed then the projected status of this deliverable will change to either Amber (partial resource available) or Green (full resource available) however at this stage in the 2024/25 year, any de-escalation in projected status will include completion of the FBC in draft rather than full FBC approval. The current status of this programme of work has been escalated to the appropriate NES corporate management groups (TURAS Refresh Programme Board and the NES Transformation Group).				
	Work has progressed in relation to confirming the scope of work to be completed by the Health Economist, with a submission deadline agreed for 2024/25 Q4. Further information will be provided in the 2024/25 Q4 Delivery Report.				
Nursing, Mic	dwifery & Allied Health Professions (NMAHP)				
4329	Further to the Q2 Amber update and projected Q3 Amber status, the deliverable focused on the education and training of staff who provide specialist dementia care has been escalated to Red at Q3. Following discussions with SG policy leads, neither the Dementia Champions nor the Dementia Specialist Improvement Leads (DSIL) programmes will be delivered this year as originally planned.				
	NES and SG have agreed a revised NES dementia work programme for the remainder of 2024/25. At the request of SG, this includes				

2024/25 Qua	arter 3 – <mark>Red</mark> Deliverables
ADP ref	Overview / Impact of Current Delays and Mitigating Actions
	specific and unplanned activity to support the initial two-year delivery plan of SG's dementia strategy. As a result of this change in SG
	priorities, the deliverable milestone for Quarter 4 will be updated to
	reflect intended activity for the remainder of the 2024/25 year.
4361	Further to the update provided at Q2, the development and delivery of the Transgender Care Knowledge and Skills Framework deliverable has reported Red at Q3 as projected. Although further launch events with stakeholders and the community took place during Q3 and more are planned for Q4, the year-end deliverable milestones will not be met due to the ongoing complexity of developing resources connected to the Transgender Care framework and a shift in the national landscape.
	Work related to the young people's annex which was originally planned for delivery during 2024/25 Q3 is aligning to a separate workstream delivering young people's gender identity services. This is expected to continue until 2025/26 Q3. A steering group to oversee the development of the young people's annex is in development and during 2024/25 Q3 commenced the process of appointing a Chair. Further information will be provided in the 2024/25 Q4 Delivery Report.
	As a result of the factors currently affecting the delivery of this deliverable, the Quarter 4 milestone will be updated to reflect intended activity for the remainder of the 2024/25 year.
	Further to the update provide at Q2, NES have now received confirmation from SG that priorities relating to palliative care have now changed. Rather than focusing on the implementation of the Recommended Summary Plan for Emergency Care and Treatment (ReSPECT) on the National Digital Platform (NDP), priorities have shifted to focus on the 'My Future Care Plan' initiative. As a result of this change in priorities, NES NMAHP will be developing educational materials to support the My Future Care Plan initiative rollout.
4705	This deliverable reported Red at Q2 and was projected to remain Red at Q3 due to the original milestones not being met. Now that a confirmed decision has been made regarding the rollout of 'My Future Care Plan' (rather than the implementation of ReSPECT), the 2024/25 Q4 milestone will be revised to reflect the amended delivery focus.
	For the Board's information, development of a 'One for Scotland' palliative care learning site is ongoing and a new palliative care strategy, 'Palliative Care Matters for All,' is out for consultation. A review of the 'Palliative and End of Life Care' educational framework is also being undertaken and will complement the new strategy. NES has also formed a cross-directorate group to review palliative care education on TURAS and SG has established a multidisciplinary expert group, with its first meeting set for January 2025.

2024/25 Quarter 3 – Red Deliverables				
ADP ref	Overview / Impact of Current Delays and Mitigating Actions			
NES Techno	logy Service (NTS)			
4594	Further to the update provided at Q2, confirmation of SG funding to enable NES to provide technology support to the NHS Scotland Digital Prescribing and Dispensing Pathways Programme (DPDP) was received during Q3. However, this funding has arrived too late in the 2024/25 financial year to facilitate recruitment as the confirmation of 2024/25 funding did not include any guarantee of future funding for 2025/26 and 2026/27. Due to the ongoing challenging financial environment it is not possible to extend fixed term contracts into future years without confirmed funding arrangements in place. The current DPDP delivery position continues to impact delivery activity including build-related activity and the potential to backfill engineering resource. Work has continued to progress on security principles, architectural deliverables, the DPDP product backlog and various supporting work. As per the update provided at Q2, SG sponsors have again verbally indicated that funding will be provided for the following two financial years (2025/26 and 2026/27). The DPDP Programme Team is working as a priority to obtain written confirmation so that recruitment to the programme can commence. A further update will be provided at Quarter 4. As a result of the current delivery position this deliverable is projected to report Red at Q4.			

## Table 3: Impacts and mitigations summary – Amber deliverables

2024/2	2024/25 Quarter 3 – Amber Deliverables			
ADP Ref	Overview / Impact of Current Delays and Mitigating Actions			
Dental				
4511	The deliverable supporting the provision of Dental Additional Costs of Teaching (ACT) funding to three Health Boards and a university has reported Amber at Q3. Confirmations of funding were unable to be issued as planned due to SG budgetary adjustments. The funding confirmations have now been issued however reporting structures are still in the process of being fully embedded across the funding recipients. This deliverable is projected to report Amber at 2024/25 year-end.			
Medica				
4308	The deliverable which supports the delivery of the NES (Scotland Deanery) Quality Management (QM) / Quality Improvement Framework for postgraduate medical education in Scotland remains Amber at Q3. Although the number of General Medical Council (GMC) Enhanced Monitoring (EM) sites has now reduced further since Q2, there are still two sites undergoing EM arrangements. In mitigation, an effective QM system is in place and NES has built close working relationships with Health Boards in relation to EM with objective and Action Plan review meetings in place as appropriate.			

2024/2	5 Quarter 3 – Amber Deliverables
ADP Ref	Overview / Impact of Current Delays and Mitigating Actions
4543	The deliverable supporting the expansion of the clinical and leadership skills and capacity of SAS (Specialist, Associate Specialist and Specialty) Doctors remains Amber at Q3 as the facilitation of both national and regional educational events remains slightly behind schedule. This has been due to delays in the receipt of funding for national courses and staff sickness absence.
	Funding for the remaining quota of national courses has now been confirmed and delivery during Q4 has been scheduled. The deliverable is now projected to report Green at 2024/25 year-end.
4553	The deliverable supporting the 2024/25 National Centre for Remote and Rural Health and Care Phase 1 delivery plan targets has reported Amber at Q3 after previously reporting Green for Quarters 1 and 2. This is due to time slippage and projected underspend for a number of projects including earlier delays to staff recruitment and establishing some activity at a significantly lower cost than expected. Mitigations to bring workstreams back on track are in place and the deliverable is projected to report Green at 2024/25 year-end.
4556	The development of new resources to support the Continuing Professional Development (CPD) of approved and recognised Postgraduate Medical Trainers has remained Amber at Q3 as two courses were cancelled during Q3 due to a lack of bookings. Delivery of the Advanced Medical Educators Course (AMEC) remains paused whilst the course is re-designed for online delivery, with no courses being delivered during 2024/25. This deliverable is projected to report Amber at Q4. Further information will be provided in the 2024/25 Q4 Delivery Report.
NHSSA	
4607	Delivery of the Perioperative Workforce programme via the NHSS Academy has reported Amber at Q3 (Green at Q1 and Q2) as while learning as planned has continued with current cohorts, recruitment to the new cohort of the Surgical First Assistant programme has been slower than expected. The Foundations of Perioperative Practice and National Assistant Perioperative Practitioner Programme have also not attracted anticipated learner numbers. A review of how often these programmes should run is currently being undertaken by NHSS Academy colleagues. As a result of this lower than expected learner recruitment, this deliverable is projected to report Amber at 2024/25 year-end.
4801	Work to support the development of a new, consistent methodology for the development of career and learning frameworks / pathways in health and social care in collaboration with partners remains Amber at Q3 as deliverable milestone completion is behind schedule. Discovery work has taken longer than originally planned and the team have also been managing the transition of programmes that support the NHS Scotland Support Workforce into the NHSSA, L & I Pathways and Partnership team.
	Project initiation documents, including project plans and planned milestones have been completed during Q3 and the analysis of existing practices and identified data sources are in progress. Work is also underway to identify

2024/2	5 Quarter 3 – Amber Deliverables
ADP Ref	Overview / Impact of Current Delays and Mitigating Actions
	internal and external representatives for a stakeholder advisory group. The current delivery position of this deliverable has resulted in the deliverable projecting to report at Amber at 2024/25 year-end.
4804	The deliverable focused on the development and implementation of the NES Learning and Education Quality System (LEQS) has reported Amber at Q3 due to some delays in defining LEQS business processes which in turn has delayed the intended sharing of responsibility between the Learning and Education Quality team and NES directorates. This work is also contingent on wider NES transformation / business process transformation therefore this deliverable is projected to report Amber at 2024/25 year-end
4805	The deliverable supporting workforce diversification and Medical Associate Professions (MAPs) has reported Amber at Q3. This is due to the UK Department of Health and Social Care initiating the Leng Review (Independent review of Physician Associate (PA) and Anaesthesia Associate (AA) professions). This has resulted in work within the Q3 deliverable milestone, which focused on the development of a PA / AA Career Development Framework with NHS England, being paused until the review's outcome can be considered.
	As a result of the current delivery position, which is outwith NES's control, this deliverable is projected to report Amber at 2024/25 year-end.
4806	Work supporting the development of a consistent approach to education and innovation partnerships has reported Amber at Q3. Whilst work to develop strategic partnerships with key partners is increasing, workload pressures have led to a slight delay in the establishment of processes to support the reporting of strategic partnerships at a corporate level. Mitigating actions are in place and the deliverable is projected to report Green at 2024/25 year-
NMAH	end.
4341	The Allied Health Professions (AHP) aspect of work to support the NMAHP
	workforce to comply with regulatory bodies' requirements for quality practice education continues to report Amber at Q3. This is specifically in relation to a delay in the development of ePADs (Electronic Practice Assessment Document) for paramedics and physiotherapists. This deliverable is projected to report Amber at 2024/25 year-end.
4350	The Allied Health Professions (AHP) aspect of the development and maintenance of the NMAHP practice learning environment continues to report Amber at Q3 as deliverable milestone completion specifically in relation to the build of an electronic Quality Management System (QMS) for AHPs is behind schedule. Funding initially secured for the procurement of an external QMS for AHPs formed part of NES's contribution to the SG savings exercise earlier in the 2024/25 year as it was hoped that other existing systems could be used for AHP purposes. Following exploratory work this has not proved to be the case. AHP colleagues have now been advised that the QMPLE (Quality Management of the Practice Learning

2024/2	5 Quarter 3 – Amber Deliverables
ADP Ref	Overview / Impact of Current Delays and Mitigating Actions
	Environment) system used by Nursing and Midwifery (NM) colleagues has two years remaining on its contract. A joint NM / AHP QMS solution will now be explored. During Q3, AHP colleagues have been focusing on the agreement of descriptors for different practice learning environments to pilot across multiple AHP professions and four different Health Boards. As a result of the current delivery position, this deliverable is projected to report Amber at 2024/25 year-end. Further information will be provided in the 2024/25 Q4 delivery report.
4352	The deliverable supporting the ambitions of the <u>Infection Prevention</u> <u>Workforce (IPC) Strategic Plan 2022-24</u> , continue to report Amber at Q3 as workforce capacity issues are still affecting some aspects of delivery.
	This deliverable is projected to report Amber at 2024/25 year-end as whilst parts of this deliverable have been completed, the Infection Prevention and Control Education Strategy will not be completed due to extended staff absence.
4356	The deliverable supporting the development and maintenance of education to support the health and social care workforce to transform policy into practice to align with the National Infection Control Prevention and Control Manual and via the delivery of the Healthcare Built Environment strategy remains Amber at Q3. This is again due to the review of Antimicrobial (AM) Resistance and AM Stewardship resources by Subject Matter Experts (SME) proving challenging as a result of SME availability and internal team capacity. As a result of this current delivery position, this deliverable is projected to report Amber at 2024/25 year-end.
4374	Work to enhance NES's NMAHP and Support Workforce TURAS Portfolios has reported Amber at Q3. This is due to deliverable milestones associated with TURAS functionality not being able to be met due to internal digital capacity restraints. As a result of this current delivery position, this deliverable is projected to report Amber at 2024/25 year-end.
4712	Work to support the development of 'earn-as-you-learn' routes for Allied Health Professions (AHP) Healthcare Support Workers has reported Amber at Q3 due to a delay in the agreement of an agreed articulation route with Higher Educations Institutions (HEIs). Next steps for the development of 'earn-as-you-learn' routes have however been agreed with Scottish Government, the Scottish Qualifications Authority (SQA) and NES (paramedicine, Speech and Language Therapy and Physiotherapy). In place of an agreed HEI articulation route, NES will continue to contribute to the development of the three AHP educational pathways and aim to have a draft arrangement document in place by the end of Q4. With these mitigating actions in place, this deliverable is projected to report Green at 2024/25 year-end.
NTS	
4442	Information Governance work to support the utilisation of improved data in workforce statistics publication in support of NES's role as a national centre for evidence on the health and social care workforce continues to report Amber at Q3. This continues to be as a result of capacity constraints and

	5 Quarter 3 – Amber Deliverables
ADP Ref	Overview / Impact of Current Delays and Mitigating Actions
	technical complexities linked to this improvement work. Progress has been made during Q3 in relation to engagement with Boards regarding planned data requests however there is no dedicated resource in place to manage the actual transfer of data. A draft proposal for NES's role and associated funding requirements is currently in development and it is hoped that initial discussions will take place with SG during Q4.
	Although delays are being experienced in relation to the data improvement work, the deliverable is projected to report Green at 2024/25 year-end as quarterly workforce statistics continue to be published as planned throughout the year.
4669	The deliverable supporting the delivery plan, milestones and overall approach for the provision of NTS technology support to the SG <u>Digital</u> <u>Front Door</u> (DFD) programme remains Amber at Q3 and is projected to report Amber at 2024/25 year-end. This is due to ongoing conversations with SG regarding 2025/26 funding to allow full delivery of the agreed initial DFD release.
	During Q3, the DFD programme board approved a proposed scope of the initial DFD release to NHS Lanarkshire (by March 2026). Development of the DFD Outline Business Case (OBC) has also progressed well with the contracted external partner and a plan is in place to circulate a draft to the DFD programme board by the end of January 2025.
4683	The newly added ADP deliverable supporting the Medical Device Data Hub (MDDH) project (as part of the Scan for Safety (SfS) programme) has reported Amber at Q3 due to the identification of issues with the performance of associated APIs (Application Programming Interface). This is expected to be resolved during Q4 with the MDDH solution scheduled to go live as planned before 31 March 2025. This deliverable is therefore projected to report Green at 2024/25 year-end.
Optom	
4623	The deliverable that supports the delivery of mandatory training for optometrists and OMPs (Ophthalmic Medical Practitioners) in Scotland continues to report Amber at Q3 as the development of a module due for publication in 2025 is delayed due to internal capacity issues. A module is now available for internal review however previous delays mean that milestone completion remains behind schedule. This deliverable is therefore projected to report Amber at 2024/25 year-end.
Psycho	
4653	In response to the <u>Mental Health Strategy 2017-27</u> , NES Psychology colleagues are developing a national programme of education and training across a range of multidisciplinary, multi-sectoral areas. As per the update provided at Q2, SG funding was received in July 2024 which has enabled some progress around the development of education and training resources, however some resource development continues to be delayed as a result of resourcing issues (including vacancies) and the delayed receipt

2024/25 Quarter 3 – Amber Deliverables			
ADP Ref	Overview / Impact of Current Delays and Mitigating Actions		
	of funding. As a result of this ongoing delivery position, this deliverable is projected to report Amber at 2024/25 year-end.		
Workfo	rce		
4407	Work to deliver the NES Human Resources (HR) Proposition model remains Amber at Q3 as planned deliverable milestones are behind schedule. The piloting of a self-service function has not been delivered during Q3 as focus has been on the development of efficient and documented business processes.		
	A new Associate Director for HR within NES has been appointed and they will join NES in late March 2025. Associated HR transformation communications and work that can be delivered without input from the new Associate Director will be taken forward during Q4. As a result of the current delivery position this deliverable is projected to report Amber at 2024/25 year-end.		

## Section C – Deliverables affected by funding delays at 2024/25 Quarter 3

6.11. Table 4 provides an overview of deliverables affected by funding delays at Quarter 3. For the Board's information, the number of deliverables affected by funding delays has reduced from five to four during Q3. Deliverable 4435 (SG funding of Medicine Information Resources as part of the national digital library and The Knowledge Network) has been removed from the Table 4 as funding for the national digital library tender has now been agreed and the deliverable is projected to report Green at 2024/25 year-end.

## Table 4: Deliverables affected by funding delays at Quarter 3

2024/25 Quarter 3				
ADP ref	Summary of funding situation and next steps (if known)			
Dental				
4511	There were delays to the issuing of Dental ACT funding confirmations as a result of SG budgetary adjustments.			
NHSSA, L &				
4807	Delivery of the TURAS Refresh project continues to be affected by resource constraints due to a lack of available funding to support additional recruitment.			
NTS	NTS			
4594	Although written confirmation of SG funding for NES's provision of technology support of the NHS Scotland Digital Prescribing and Dispensing Pathways Programme (DPDP) was received during Q3, this confirmation only referenced 2024/25 and did not include any guarantee of future funding for 2024/25 and 2026/27.			

2024/25 Quarter 3						
ADP ref	Summary of funding situation and next steps (if known)					
	NES are unable to recruit to DPDP posts at this stage of the financial year and cannot commence recruitment to support work during 2025/26 or 2026/27 until future funding confirmation is received. As per the update provided at Q2, SG sponsors have again verbally indicated that funding will be provided for the following two financial years (2025/26 and 2026/27). The DPDP Programme Team is working as a priority to obtain written confirmation so that recruitment to the programme can commence. A further update will be provided at Q4.					
4669	Discussions with SG regarding the future funding of the Digital Front Door (DFD) programme into 2025/26 are ongoing. Delivery of the initial DFD release is unable to be agreed until funding confirmation is received.					

## Section D – Key Achievements during 2024/25 Quarter 3

- 6.12. There have been a number of achievements during Q3 that support the delivery of the <u>NES 2023-26 Strategy</u> and align directly with our strategic themes (<u>People, Partnerships and Performance</u>). Further detail is provided within the paragraphs below.
- 6.13. To support the delivery of our **People** strategic theme objectives, the following has been achieved during Q3:
  - Pharmacy Foundation Training Year (FTY) recruitment for the 2025 intake has concluded with a 100% fill rate.
  - NES Associate Postgraduate Dental Dean (Dental Core Professionals) appointed as Chair of a Skills for Health UK-wide group leading the review of National Occupational Standards (NOS) for Dental Nursing.
  - The first meeting of the Medical Education Reform Steering Group took place in line with [medical education] reform work being undertaken at 4-nations level.
  - Menstrual Health e-Learning Module published on TURAS Learn. This is the first of four core modules supporting the ambitions of SG's <u>Women's</u> <u>Health Plan</u> (2021). The development of a Menopause e-Learning module is ongoing and is on track to formally launched in March 2025 in collaboration with SG partners.
- 6.14. To support the delivery of our **Partnerships** strategic theme objectives, the following has been achieved during Q3:
  - NES has facilitated a wide range of networking opportunities across local and national carer organisations, national mental health third sector organisations and statutory organisations to support the development of a masterclass to raise awareness of unpaid carers across the mental health and wellbeing workforce. Unpaid carers and service users have also been supported by organisations to contribute to the masterclass development, including identifying key messages and potential speakers.

- As part of NES's role as SG's delivery partner for leadership, digital and data, a proposed scope of the initial release of the <u>Digital Front Door</u> (DFD) programme in NHS Lanarkshire (by March 2026) was approved by the DFD Programme Board.
- 6.15. To support the delivery of our **Performance** strategic theme objectives, the following has been achieved during Q3:
  - The Infection Prevention Control team within NES NMAHP has been collaborating with National Services Scotland (NSS) to develop a national waste management module within the Scottish Infection Prevention and Control Education Pathway (SIPCEP). This initiative aims to integrate sustainable practices into the IPC waste management module, educating health and social care professionals on maintaining rigorous IPC standards whilst minimising environmental impact.
  - A celebration event was held in November 2024 to mark 10 years of the Scottish Leaders Improvement Programme (ScIL). Since its inception, the ScIL community has grown to over 1,200 improvement leaders from across Scotland, Northern Ireland, Wales, England and Canada. The celebration event provided an opportunity to connect with current and past ScIL participants and hear about the impact the programme has had.

## Section E – 2024/25 ADP Amendments during Quarter 3

6.16. Table 5 sets out changes and refinements to the 2024/25 ADP identified during Q3 as a result of ongoing changes within our operating environment and the fluid nature of certain aspects of our work. The following amendments have been made to the 2024/25 ADP during Q3 and have been reviewed and approved by the NES Executive Team.

2024/25 ADP Deliverable	Amendment Detail			
NHSSA, L & I				
	As per the update provided at Q2, the team supporting the improvement of access to learning and career development for the NHS Scotland (NHSS) Support Workforce (deliverable 4422) transitioned into the NHSSA, L & I directorate from NES Workforce. The Board were also advised of the intention to submit a change to deliverable 4422 during Q3 subject to the early outcomes of discovery work.			
4422				
4801	Following the completion of discovery work during Q3, including a review in the context of the ongoing challenging financial environment, it has been agreed that deliverable 4422 should be closed with aspects of the work subsumed into deliverable 4801 (supporting the development of a new, consistent methodology for the development of career and learning frameworks / pathways in health and social care in collaboration with partners).			

## Table 5: Amendments to the 2024/25 NES ADP – Quarter 3

	The underpinning requirements for understanding the needs of the NHSS Support Workforce will be more effectively addressed, and will have wider benefit, by subsuming this into the multi-discipline / occupation methodology outlined within deliverable 4801. The wording of deliverable 4801 has also			
	been amended to reference the development and delivery of this new, multi- discipline methodology.			
Finance (including Properties & Facilities Management)				
4406	Following the update provided at Q2 regarding the delayed status of the 177 Bothwell Street (Glasgow) office fit-out as a result of the appointed framework contractor going into administration, revised milestones have been provided for Quarters 3 and 4 of this deliverable.			

6.17. As a result of the above changes, 177 deliverables will move forward for delivery and reporting in Q4.

## Section F - Risk Management

6.18. The five red deliverables reported at 2024/25 Q3 have been reviewed against the NES Corporate Risk Register. Delays reported at Q3 can be broadly aligned with the impact of ongoing financial pressures (SR9) and staff resourcing (SR13). Mitigating actions continue to be taken and further information in relation to each of these risk areas is provided within the quarterly risk report.

#### Section G - Equality Impact Assessments (EQIA)

6.19. An EQIA was undertaken collectively for the 2024/25 ADP and Financial Plan.

## 7. Recommendations

- 7.1. The Board is asked to approve the Quarter 3 Delivery Report and note the amendments made to the 2024/25 NES ADP during this quarter.
  - a) Have Educational implications been considered?
    - ⊠ Yes
    - □ No
  - b) Is there a budget allocated for this work?
    - ⊠ Yes
    - □ No
  - c) Alignment with <u>Our Strategy 2023 26 People, Partnerships and</u> <u>Performance</u>
    - □ 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 <u>Fairer Scotland Duty: Guidance for Public</u> <u>Bodies</u> and Corporate Parenting as per the <u>Children and Young People</u> (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 <u>DL (2021) 38</u>?
  - ⊠ Yes
  - □ No
- h) Have you considered a staff and external stakeholder engagement plan?
  - ⊠ Yes
  - □ No

AS / CBi January 2025 NES

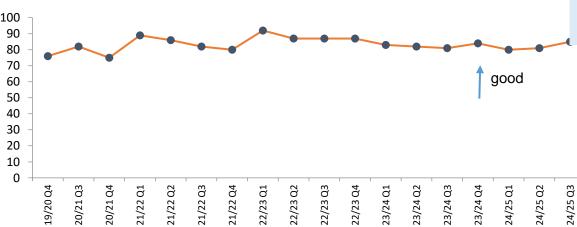
# Annual Delivery Plan (ADP) Summary Progress Report (2024/25 – Quarter 3)

Aim: To provide an overview of progress and highlight key achievements, delays and risks in relation to delivery of the 2024/25 NES ADP.

## Delivery Status at 31 December 2024 (Quarter 3)

- **84.5% of deliverables** are completed or on target to be completed in line with ADP milestones at the end of Quarter 3 (Q3). **12%** progressing with minor delays.
- **3% of deliverables** are experiencing significant delay. Mitigating actions are in place to bring deliverables back on track where possible.
- The position at 2024/25 Q3 indicates a slightly higher proportion of red deliverables in comparison to previous years which is mainly due to the challenging public sector financial environment.

	Q1 24/25	Q2 24/25	Q3 24/25	Q4 24/25
Status:				
Complete	1	1	1	-
On Track	139	142	149	-
Minor Delay	28	29	22	-
Significant Delay	7	3	5	-
Closed	1	-	1	-
Total Deliverables	175 (176)	175	178	-



#### % of on target / completed deliverables, by Quarter, 2019/20 - 2024/25

## Key Achievements (Individual ADP milestone references shown in brackets)

- Networking undertaken with wide range of carer / mental health / statutory organisations and unpaid carers / service users to support development of masterclass to raise awareness of unpaid carers across the mental health and wellbeing workforce. (Ref **4340**)
- NES collaboration with National Services Scotland (NSS) to develop a national waste management module within the Scottish Infection Prevention and Control Education pathway (SIPCEP) supporting the integration of sustainable practices (Ref 4727)
- NES Mobile Skills Unit skills day (in Inverness) delivered to practitioners working within Community Glaucoma Service (Ref 4576)
- Digital Dermatology national service offering pathway rolled out as planned across three Health Boards (Ref 4570)
- 2025 Pharmacy Foundation Training Year recruitment concluded with 100% fill rate (Ref 4271)
- Strong growth across social media accounts supporting NHS Scotland careers attraction (Ref 4411)
- Celebration event held to mark 10 years of the Scottish Improvement Leader programme (ScIL) (Ref **4566**)
- Increased strategic partnership / collaboration activity, including at 4-nations level (Refs 4806 / 4802)
- Reduction in number of Enhanced Monitoring sites continues to reduce (from four to two) (Ref 4257)
- Menstrual Health eLearning Module launched on TURAS Learn supporting the ambitions of the SG <u>Women's Health Plan (</u>2021) (Refs 4537 / 4537)

## **Delays and associated impact**

Of the **5** red and **22** amber deliverables identified at 2024/25 Q3, the majority have mitigating actions in place. Given proximity to 2024/25 year-end, delivery status will be closed monitored and NES Planning will engage with directorates during Quarter 4 as required to support deliverable completion.

## **Corporate Risks Affecting Delivery**

The **5** red deliverables reported have been reviewed against the NES Corporate Risk Register. Delays can be broadly aligned with the impact of ongoing financial pressures (SR9) and staff resourcing (SR13).



## **5 Red** Deliverables

**Issues / Mitigating Actions** 

TURAS Refresh project remains behind schedule as a result of resource constraints and delays associated with the receipt of Scottish Government (SG) funding to support this work.

Progress has been made in some areas of the project however deliverable projected to remain Red at Q4.

The provision of technology support to the NHS Scotland Digital Prescribing and Dispensing Pathways (DPDP) programme has been impacted by a late receipt of funding. Although confirmed funding has been received in Q3 for 2024/25, SG are as yet unable to provide any further confirmation beyond 2024/25.

Recruitment to DPDP posts cannot commence until longer-term funding confirmation received. Deliverable projected to remain Red at Q4.

Planned work within three NMAHP deliverables has been impacted by shifts in SG priorities (supporting the education and training of staff who provide specialist dementia care / development and delivery of the Transgender Care Knowledge and Skills Framework / implementation of ReSPECT on the NDP).

As a result of these decisions being outwith NES's control revised Q4 deliverable milestones for will be provided.

### **22 Amber Deliverables - overview**

Issues / Decision	Issues / Decisions outwith NES's control										
Funding	Delays in confirmation of SG funding which impacts NES's ability to deliver planned milestones e.g. course delivery / provision of funding to key stakeholders										
External factors	Other external circumstances / factors e.g. announcement of UK government independent review, faculty / subject matter expert availability, low demand for courses, shift in national landscape										
New work	New in-year SG commissions										

Issues / Decision	Issues / Decisions within NES										
Capacity	Capacity constraints / internal workforce issues e.g. extended staff absence / workload pressures / team changes / work contingent on other NES processes										
Technical issues	Technical complexities associated with individual deliverables										
Planning	Individual aspects of a milestone taking longer than originally expected / planned										

### 22 Amber Deliverables - overview

### **Mitigating actions**

Ongoing communication / discussions with SG colleagues to gain clarity re funding delays or changes to commissions

Focused work / planning in Q4 to bring deliverables back on track (within NES and / or with partners and stakeholders as appropriate)

Increased delivery of education and training / Continuing Professional Development (CPD) during Q4

Cross-directorate engagement within NES to ensure internal deliverables remain on track

SG Recovery AD Driver Deliver Num	P Directorate	Medium-Term Priority	ES Strategic Theme Detail NES KPI Reference	2024/25 Deliverable Summary Birlef summary of the deliverable, outlining the intended action and what this will achieve in 2024/25.	Q1 Milestones What you intend to have achieved by 01	Q2 Milestones What you intend to have achieved by 02	Q3 Milestones What you intend to have achieved b Q3	Q4 Milestones What you intend to have achieved by 04	Q1 RAG Status	Progress in Q1	Q2 RAG Status	Progress in Q2	Projected Q3 status	Q3 RAG Status	Progress in Q3	Projected Q4 (2024/25 Year- End) status
8. Workforce 4508	Dental	Education, P training & workforce development	ople Lead and deliver education, training Score for stakeholders CPD across health & who rate themselves lik social care workforce colleagues and associat	tely with Student Awards Agency Scotland (SAAS) and Scottish Government.	t Dental Trainee Survey for 2024 n undertaken. Any identified QM activities completed.	Any identified QM activities completed	Data gathering and reporting by Training programme Directors and Health Board Directors of Dentistry. Scoping of any QM activiesi identified for remainder of Q3 2024 and Q1 202	Delivery of any identified QM activities	Green	Undergraduate placement and postgraduate training reviews undertaken. Postgraduate dental trainee survey currently live.	Green	Routine Quality Management Reviews organised as planned.	Green	Green	Routine Quality Management Reviews organised as planned.	Green
1. Primary 4509 and Community	Dental	Education, P training & workforce	ople Lead and deliver SKP11Sb - Employee education, training and CPD across health & Dentists in Training	Provision of educational opportunities for undergraduate students and free dental healthcare services to the general public. Outreach Programme supports BDS (Bachelor of Dental Surgery) students from the Glasgow, Dundee and Aberdeen universities and BSs students from the University of Highlands and Islands (UHI) and	Periodic Performance Reporting to ensure delivery of requirements and within budget	Periodic Performance Reporting to ensure delivery of requirements and within budget.	Periodic Performance Reporting to	Periodic Performance Reporting to ensure delivery of requirements and within budget	Green	Tripartite work between NES, Universities, and Health Boards who take undergraduate students on placement ongoing. Various centres where these students undertake their placements have been reviewed to General Dental Council (GDC) Standards for Education and have met the regulator's	Green	Meetings with Universities held and plans for Quarter 3 and Quarter 4 agreed in terms of relevant Quality Management activities to be undertaken.	Green	Green	Planning completed and Quality Management work (QM) activities for Quarter 4 prepared. Dates agreed with relevant Boards for QM reviews and reporting during February/March 2025.	Green
Care 8. Workforce 4511	Dental	development Education, P training & workforce	CPD across health & rate	Glasgow Caledonian University (GCU) in placements across Scotland.  Provision of Dental Additional Costs of Teaching (ACT) funding to three Health Boards (NHS Greater Glasgow &  Cyde, NHS Greanpian and NHS Taryide), as well as funding undergraduate dental provision in the Aberdeen Dental School (University of Aberdeen).	Periodic Performance Reporting to ensure delivery of requirements and within budget	Periodic Performance Reporting to ensure delivery of requirements and within budget .	Periodic Performance Reporting to ensure delivery of requirements and within budge	Distribute Dental ACT to 3 health boards.	Green	requirements. Recipient Health Boards have been advised of initial indicative funding for 2024-25, based on previous year funding levels. Based on the experience of previous years, actual funding for 2024-25 is not likely to be confirmed by Scottish Government until later in the 2024-25 year.	Green	Periodic meetings with funding recipients undertaken during Quarter 2. Final funding positions still to be confirmed - as per the Quarter 1 update, Scottish Government confirmations of funding continue to be awaited.	Green	Amber	Funding confirmations were delayed due to budgetary adjustments being made / confirmed by Scottish Government Health Team. Required reporting structures still to be fully embedded across all of the funding recipient Health Boards and Universities.	Amber
8. Workforce 4513	Dental	development Education, P training & workforce development	social care workforce opte Lead and definer SIGPI36 - Projected education, training and variance of budgeting CPD across brahh & social care workforce	Subject to funding - Dental Additional Costs of Teaching (ACT) Levy. Collection of overseas student income fron the universities of Dundee & Glasgow. Socitish Government approved expenditure funded by key income.	n/A	Identify relevant numbers of overseas students at the three BDS provider universities Mot are required to pay the annual ACT Levy and advise NES Finance to enable them to invoice universities for payment.	NA	N/A	Green	Socient numbers, including the split for those oversets who are subject to the ACT Levy will be formally confirmed in August / September 2024 once university matriculation processes are completed.	Green	University student numbers for 2024-25 have now been formally confirmed to NES.	Green	Green	University student numbers for 2024-25 have now been formally confirmed to NES.	Green
1. Primary 4514 and Community Care	Dental	Education, P training & workforce development	opie Lead and dinker SVP140 - Dental funde eduction: Lurining and Traines Determints - CPD across health & social care workforce	Up to 90 Dential Core and up to 40 Speciality post Certificate of Completion of Specialist Training (ICGT) rainine adhering the learning outcomes of the relevant curricula to the GDC (General Dential Council) standards per amum.	Progression (RCP) for all current Denta	Monitor progress of all trainees and review and monitor any the outcome of encounteent processes to try and fill any vacancies.	Trainees will take place. Continue wit	Deliver up to 50 dential core and up to th 40 speciality certificates of completion to dential trainees.	Green	95.15% of Central Core Tainess (DC1)) recented statisticity outcomes to dist with others' project being revineed in 30 yoU2. The current CO2124 COC costs here like at 30% via biscoul recultances and commenced in Statistical Technological recultances for 3242/55 posts commercing in Statistical December 2023. Volicities in Nay 2024, which caleral harts Core Fellowship recultances tailing disces in June 2016. Overall BKA discusses are currently accepted meaning that the statistical discussion of the content the CO2 Markov and the CO2 Markov understatistical CO3 was statistical to nonce their CO3 Markov and Markov and Markov understatistic CO3 was statistical to nonce their CO3 Markov and Markov and Statistical and Excit recruitment to ST posts has commenced for forspendeer 2024 insides with five yeelables being recruited to -all posts currently accepted.		345 of the Dental Care Training (DCT) posts have been filled in Signember 2024 via Stational recurrentime for COT 2, a posts and local recurrence to Post Care Follows/posts for the 2024/25 training year. Local recurrentime to the training is taking place in some Health Board areas to by and fill some of these vacancies. 93% of the 2023/28 DCTs received available vacancies at the end of the training year. 2020 of processing the source of the source of the source of the source of the vacancies.	Amber	Green	Local recontinents to ITI vacancies at Dental Core Taining lock has continued with a further three posst planets to be life ponding pre-employment cleads - this vacab context to D7% further local recultances in place in Quarter 4 to III unillity doubt. No formal reviews took pairs in Quarter 3 to Dental clear Tainess (2006) displays that many goots were filled in Quarter 3. Reviews of Competence Programsion (ICFs) for three dental specialities were reviewed in Quarter 4 but three Speciality Tainess space of as having completed post CG37 (Certificate of Completion of Speciality Training) training.	K. F er
1. Primary 4515 and Community Care	Dental	Education, P training & workforce development	opie Lead and deliver education: Linning and workforce causaing CPD across health & social are workforce	Deliver our health improvement training through 6-module Childmine courses. Provide a range of Childmine development science ion to neet the training mech of Childmine (att in leash hards not support on leash) improvement programmes and reduce health inequalities including the provision of 2 Special Siniles sessions for up to 20 learners. For other people health improvement programmes support the development training. For other Adult ceal health improvement programmes deliver training events twice per year. All ceal health improvement programmes will include the provision of Open Badges for use as continuous learning and development for health and social care staff.	r module update and 2 development session.	module update.	Deliver 1 cahorts of the 6 module Colliformic ourset. Loohor of the 2 module update, 1 cohort of the 5 smilles Training and 3 development session. Deliver 1 training event for Adult Oral Health in conjunction with partners.	update, 1 development sension and 1 for Special Smither Training, Deliver 1 training event for Adult Oral Health in conjunction with partners. Total during 24/25 have Delivered: 4 cohorts of Childsmile for andule courses, 5 cohorts of the 2 module updates, 2 Special Smithe training and 6 development sensions. Two training events delivered for Adult oral health in conjunction with partners.	5	One cannot at the 6-module Obtainile cours took place with ogits Dental Hursels (2014) and the Dental Hursels Super anknom (2014) Marting. J Dha sha complete the flavorite writin training, One 2-module spaties toop place with 12 DBn and 5 DHSM's attending. The second course was cancelled due too low draws with straining straines in Quarter 21 Instead. One development sexision took place with 9 DBs and 6 DHSM's attending. The training offered has met entiting teehth baced demand. 163 Learners have undertaken the foundation level training for Caring for Smiles with 50 learners completing the foundation integral qualification and one completing the intermediate qualification. Dee online training tee fit Auka DD Hath Interviewent took place with 56 learners attending 28 learners have completed Open Budges during Quarter 1.	-	One coher of the 6-module Onlinemit course took place with 13 Dental Nuese (IN) and two Dental leaksh Space Worken (DHKR)) trading. Two cohers of Monde sumah straining took place with 12 DNs attending. No 2-module updates took place due to low demand during this quarter. 135 kennes standed the foundation level training for Canifer with 78 completing the foundation level qualification. Two learness attended the intermediate training for Canifer for Smits with one completing the intermediate level qualification. 218 learners have completed Open Badges during Quarter 2.	Green		The orcherts of the 6-module Childramile cause took place with 31 Dential Neural (QN) and us benali Neural Sugaran Worken; (DHKN) United, Two Andergenerate tessions took) blace with 20 DNa and two DHKNs attending 1. DHX also completed the in-person fluoride unmith haring row two controls. 38 Interest stated the for bunchis low let training for Ching for Shile with 114 completing the foundation level qualification in Quarter 3. Two in-person events were held for Biller full (PM Anders and Ching for Shile). Zhen Wide with a total of 68 attendees. 166 learners have completed Open Badges during Quarter 3.	rf
8. Workforce 4517	Dental	Education, P training & workforce development	ople Land and definer SSP110—Nage of education, training and workforce accessing CPD across health & learning products social are workforce	Provide places for General Dental Practitiones (GDP): up to four cohorts of 15 in Adults with Incapacity; up to two cohorts of 20 in Enhanced Skills Practitioner Domiciliary Care.	Deliver 1 Adults with Incapacity course for up to 15 learners.	for up to 15 learners.	for up to 15 learners; 1 Enhanced Skill	e Provided places for up to: 4 cohorts of Is 15 in Adults with Incapacity, 2 cohorts or of 20 in Enhanced Skills Practitioner.	Amber	From 2022/4 course, two learners have successfully completed all elements of the training to be able to sign-Section 21 (Projecier when a patient requires heath care and is unable to consent) certificates in Quarter 1. Following the publication of the NMANP and Section 24 (NMI) online module, the delivery of the AMI course planned in Quarter 1 - aus delayed as a result of restructuring the existing training to include use of a NMS offine resource. Course capacity during Journets 1 - 4 MI bit increased in med demands as result. Scoop the tations place for required places for the Enhanced Skills Practitioner Domiciliary Care Course with plans to commence by Quarter 1 - 4 MINP and the course of the Course of the plane to commence by Quarter 1.		17 Isanema attended the Adults whish incapacity training with presentations for the assessed element taking place in October 2024 (Quarter 3). The frahared Stim Fractitioner course is planned to take place during. November and December 2024 (Quarter 3) with participants identifie and meeting Nealth. Board demand.	Green d		36 learners attended the Adults with incapacity care presentations in Quarter 2 with 31 receiving completion certifications to allow signing of Section 24 certificate (and present requires health care and is unable to consent). The Enhanced Salliy Pactitioner-Dominilary Care course commonced in Quarter 3, with is General Detail Pacticiones (SDE) blacks part which met Healt Board demand. The remaining session will be delivered in Quarter 4. This has so far resulted in a limiter two GDF beard gable to sign Section 24 certificates with here to complete assussed dements. Additional opportunity for personal development was offenet to those working in the Public Denal Service with a further three learnes attending some Domiciliary Care session.	th
1. Primary 4518 and Community Care	Dental	Education, P training & workforce development	ppe Lead and deliver eduction: Lurining and workforce accessing CPU process health & social ane workforce learning products	Provide educational activities for Vocational Dental Practitioners for academic year, equivalent to minimum 25 study days for each of the 1s schemes of approx 10-21 vocational Trainers. UNION Vocational Dental Practitioners to be assessed throughout training and canademic for astifuctory completion at National Review Pands in June/July each year, or through personeting processes.	National Review Panel. National	completion following National Review Panel in June 2024. 100% of 2024-25 Ir training year VDPs to undertake	Practitioners for each of the 15 schemes to ensure on target to	Educational activities for Vocational Dental Practitioners (VDPs) to continue with at least 25 study days on target to be completed for each of the 15 schemes by the National Review Parel (VBP) date in injue 2025. StoVide 10/07 in post to be considered for satisfactory completion of training in June 2025.	Green	At least 25 study days have been delivered for each calculational Dentil Practitioner (PDP) for the 2021/At training water. The national review grand (PDP) took pilor in two 2204 with 164 (6x 73) di VDP graining statisticatory completion of training. Additional NVP will state place in July 2024 to 10 minutes and the state of the state of the state place in July 2024 to an attractive state. 2010 were offered additional training time from August 2024 film between 6 and 12 months. Dental Vecational Training matching took place during Quarter 1 with 344 places currently months? Use 2010 done of diversity of the state state state of the state of the state of the state of the state state. The state of the state state. The state of the state state. The state of the state state. The state of the state state. The state of the state state. The state of the state state. The state of the state of the state of the state of the state state. The state of the state of the state of the state of the state state. The state of the state of the state. The state of the state of the state of the state of the state of the s	F	50.7 % of Vocational Dental Practitionen (VDP) for the training year 2021/24 networked satisfactory competion at the mol of the training year with the VOPs being direct additional training want one menaning on maternity leave. For the 2034/25 training year, induction has taken place and study dups have tommerced.	Green	Green	Study days are on target to ensure all trainees in post complete 25 study days by June 2025. Free documents and the study of the study	Green
1. Primary and Community Care	Dental	Education, P training & workforce development	ople Lead and deliver SXP100—Nage of education, training and workforce accessing CPD across literation and the literation products social care workforce	Subject to funding - sessional fees to provide a preparatory Train the Trainer programme (START) for 100% of new Dertal Vocational Trainer spootnet for Training vera 2024-25. Reimburse (via payroll) Dertal Vocationa trainere working in renote areas with the recruitment and retention allowance in line with Determination XIII the Statement of Dertal Remuneration.	Delivery days 1 & 2 of the START cours in April and June 2024 to all new Dent Vocational Trainers and ensure applications for the sessional fees are submitted within a 3 month period.	Trainers and ensure applications for	Vocational Trainers and ensure applications for the sessional fees are	START course.	Amber r	Two cohorts of days 1, 2 and 3 of the START course have been delivered for all new Dental Vocational Trainers for the 2024/25 training year with 47 participants attending. Despite the timeous submission of claims, changen specific process that have been implemented as a studied of the contingent work project (Contacting and payment arrangements) for stemas, implay works with for provide services to 16(3) have carrently prevented payments to participant sattending this training darging (2) (since 1, April 2021). Collegance from 1815 France and Dental are in the process of reaching these issues and it is hoped that a new process will be developed for participant strateding contact who can darm a sustainal payment as they are not included within scope of the contingent workery project.		Day 3 of the START training for new trainers took place with all attendees submitting their claims for sexional fires within the 3 month period. Further to the update provided at Quarter 1, most payments for Days 1-3 have now been processes howevers some processing delays have continued as a result of the contingent worker projects still in the process of being finalised. 100% of elgible Vocational Dental Practiciones (VDP) submitted ther applications for cultomine and artemation allowarce in early August 2024 which were processed for payment commencing in the August 2024 payroll.	Green	Green	Day 4 of START training for new trainers took place in Quarter 3 with 100% of submitted claims to date now processed by NES Finance for sessions delivered (to date).	Green
1. Primary 4520 and Community Care	Dental	Education, P training & workforce development	ople Lead and deliver SKP113b - Dental Funde education, training and trainee placements - Fil CPD across health & social care workforce	<ul> <li>Administration of Dental Vocational Training DVD/ ncruitment process and standardised training programme Indeprecently qualified dentists make the transition from undergraduate teaching to independent practice. Retruitment to at least match Scottish Dental School output for 2024.</li> </ul>	to Recruited Trainers to more than match the Scottish Dental School output. Visitation and match to posts will take place May- June 2024.	Students and others for 2025-26	Open trainer applications to recruit sufficient trainers for the 2025-26 Scottish Dental School training output	Recruit to Dental vocational Training in Soctiand to match Soctish Dental t school output. Trainer review and recruitment for 2025-26 cohort.	Green	Trainer recruitment took jakon with 242 applications neceled and 166 applicants progressing to the violitation process. This matched the Sociatio benat Shoch output for 2024. Left 44 arianers were successful in matching with a Vocational Dental Practitioner (VDP). 22 training posts remain unfilled for 2024/25 due to a number of VDP applicants from Scottain Dental Schools choosing not to take up a training post in Scottand.	e Green	142 (BKK of the 146 target) Vocational Dental Practisionen (VDP) were matched to training posts and commenced in August 2024. Applications have now opened for Vocational Dental Training commencing in 2023/26.	Green	Green	Trainer applications opened in Quarter 2 for Vocational Training commencing in 2025/26. 162 trainers applied training in 2025/26 by the end of Quarter 3. New trainer applications have now closed with 53 trainer applications made for 51.5 training posts. Existing and returning application due to close on 27 January 2025 for the 2025/26 training year.	Green
1. Primary 4522 and Community Care	Dental	Education, P training & workforce development	ople Lead and deliver SKPI10 – %age of education, training and workforce accessing CPD across health & social care workforce	Defere Continuing Professional Development (CDO) designed to improve access to and the quality of dental ca across Sonthan. Develop patroerships to proactively identify service and workforce development needs prior to developing future locused learner pathways.		increasing during Q3 and Q4. Identify and engage appropriate partners to	and operational plan to meet needs identified in Q3 and Q4.	Offer up to 15,000 hours Q1 and Q2 increasing Q3 and Q. Agree strategy and operational plan to meet needs identified in Q3 and Q4.	Green	We have delivered multi-format CPD (16.038 hours made available) to the dental workforce across Scotland. We have identified and engaged with relevant partners (Directors of Dentistry), to help us understand workforce and population needs.	Green	The total hours offered for both webinar and Face to Face CPD delivery during Quarter 2 is 22,880.3 hours.	Green	Green	The total hours offered for both webinars and Face to Face CPD delivery during Quarter 3 is 25,591 hours.	Green
1. Primary 4523 and Community Care	Dental	Education, P training & workforce development	ople Lead and deliver SSP111 – Nage learners education, training and reporting that learning CPD across health & social care workforce	Mandatory Training programme to be run four times per year. Continue to support registrants with POP- (Personal Development Phan) using the operation fram a pool traneel Mentor. Continue to provide support and advice to registrants to enable them to safely return to the workforce after a career break.	quality framework for NEST in collaboration with other directorates. Deliver mentoring refresher course for NEST mentors and continue to provide advice and support to registrants returning to work on a supply and demand basis.	NEST mentors and continue to provide advice and support to registrants returning to work on a supply and demand basis.	quality framework for NEST in collaboration with other directorates. Deliver mentoring refresher course fo NEST mentors and continue to provid advice and support to registrants returning to work on a supply and demand basis.	with a minimum of 30 places. Review quality framework for NEST in collaboration with other directorates. In Deliver mentoring refresher course for NEST mentors and continue to provide advice and support to registrants returning to work on a supply and demand basis.		Mundiatory Training course scheduled for 2024/25 Quarter 1 ran on 9 & 10 May 2024 with 56 participants.		Mondatry Toming conver to its hequet XOL 4mb. 0 pertigiants. During Spreimether XOL 4me or an educational follow performs framework planning in the NHS for Spreicipants to support those in their early months in practice. The NSI's remediation programme is actively supporting as registrate in cluater [Dur from the General Dental Services / GDS and two from the Public Dental Service / PDS).	n Green	Green	Mandatory Training genume na in November 2014 with 34 andidatos registrent – 34 complicates to Intel 2016 Kowieking assument successfully within the 64 wesk times. The MSI consolitation programmer is supporting eight registrants in Quarter 31 few from Public Dental Series/ PDS and as from General Benetic Series/ CBSD with one registrant seeing a reduction in their practicing conditions due to the support received.	
1. Primary 4524 and Community Care	Dental	Education, P training & workforce development	ople Lead and deliver SKP11.– Xsage learners education, training and reporting that learning r CPD across health & social care workforce	Quality Assure the standard of QI Projects submitted to the QI Hub for statutory requirements in Vocational Training and Mandatory Training and any other areas which may be added including previous QI cycle catch up To drive internal efficiency, sustainability and affordability we will apply QI Methodology to the Dental Worldor	QI Cycle 22-25;Q1 and Q2 we will identify areas to improve internal efficiencies across the workstream. Q Q4 QA standard of QI projects as they	improve internal efficiencies across the workstream. Q1- 1- Q4 QA standard of QI projects as they	our performance. Q1-Q4 QA standard of QI projects as	e Q3 & Q4 deliver QJ projects to improve our performance. Q1 Q4 QA standard of QJ projects as they are submitted.	Green	During 2021/25 Quarter 1, we hoted the latest (0 golde on the TURAS plotfom, supporting detail terms to meet their statutory requirements. The Quarky sources of QU projects makes on opinion throughout this quarter. Potential internal QI projects have been identified and are currently at the prioritisation stages.	5	(2) projects that axis oversea registrants to gain vocational training equivalence and enable them to be independently listed as INIS practitioners continue to processed as practitioners submit individual projects.	Green	Green	(2) projects that axist overses registrants to gain ocational training equivalence and enable them to be independently listed as NHS practitioners continue to processed as practitioners submit individual projects.	Green
1. Primary 4525 and Community Care	Dental	Education, P training & workforce development	opte elsand adher SP000-Revenue of NE elsandra training and programmers of reducation crob arcrus health & social care workforce SCOP credit nated	Development (UNO) avoidstream to deliver on the NSS strategy. Is used and manage the Social Social and Social Soci	line with SQA Quality Assurance criteri and provide support and guidance to		a line with SQA Quality Assurance criter	ria with SQA Quality Assurance criteria and	e Green	Exerced Verification Coupling Answere: conducted by (XAL Anime). Canter 1: sampling a total of 2004 qualification Quality Answere Meridian (XAL Anime). Canter 1: Sampling a strat of Spaning Water Partners by (11). Optimitry (11) and Psychology (2). All OA antennes NAL and Psychology (2). All OA antennes total of 14 areas of Good Practice were identified across the programmes.		External Invitation Quality Assume (QA) conducted by QAA during Quarter 3 sampling a total of 1 SQA qualification programme delivered by NES Dental, Programme RAG rated Green - Nigh Confinence against all QA criteria sampled and one area of Good Practice dentified. SQA Systems Verification QA with took place during September 2024. This QA proceed service is dentified in SQA Approved Criteria is dentified and gain gain and quality sources records and that our candidates are supported effectively. RAG rated Green - High Confidence against all Qu oriteria sampled and one area of Good Practice identified.			Receiver constructions from GAA for fatimatel Welfeddore - Qualifications Velfeddore asticiation for 2023. Detail has a more hypothesi designed to toxoladic againifications withfation (all 2024) anaward in 2025. A culture and a ware Monitoring meetings for fator - Culturation A ware Monitoring and a 2024. Culture and a Anxiesson Relations for Gydnomity angregament team planeed for Jamana 2025. Independent in the meetings of the NGS Planticeal Concussional Standards (be Dental Nacional and the review of the VOS Viscottik) Vocalismal Qualificationia and PMI. Privressional Development Awardi qualifications to meet the General Dental Council (GDC) Safe Practitioner Framework by August 2025.	ny l
1. Primary 4526 Community Care	Dental	Education, P training & workforce development	opte Ideal and defacer 90011 – Nage bernor educator, training and reproduce gina harming CPO across health & social are workforce		four week core programme and provid an induction programme for Trainers on Educational Supervision.	traine progression. Participation in GDCQA Inspection of the RCSEd Diploma in OT.	Deliving not suscenses of gragmanet us loan an logenan study days. Review and nonitor trainee progression.	Delenge and assessment of programme with online and intervent study object Review and monitor trainee progression. Excitation of internal gateway examination to determine access for KSDD ploma in OT summative assessment.	e Green	10 Enterest commond the 2014 25 Otherwise Tempsing programs in CL and 2000 concentraling compared the healts for an extended training period. A Transition Action Files has been submitted to the General Detrail Council (GOC) to align the OT program to the new Self-Practice		The 2012-13 Otherborie: Therapid arguments calved are programing well. The reduce includes to traines employee in Intue IMS Science Banck. MSS Stehenbire the implemented an is of direct and remote supervision enabling the visiting consultants based in Durates to provide effects uppervision and supervision. This is demonstrating a productive use of lexichlogy to support the terms of programs and safe and effective patient care. Analysis of the comparison of the safe trained and the Pacies Bane subathated tasks for demand from a family and the Pacies Bane subathated tasks for demand from a family and the Pacies Bane subathated tasks for demand from a family and provide the safe state and the provide the safe state and the Pacies and the analysis of the trained and the Pacies Banch and met visually with the current traines. The appointed faternal Verlage (Vigfer for the programme conducted their installs the programme and met visually with the current cubrat. Feedback from the EV was positive and her programme and met visually with the current cubrat. Feedback from the EV was positive and her and here in Adaptat 2022. The reset with the programme and met visually with the current cubrat. Feedback from the EV was positive and has been shared with Trainers to inform continuous improvement.	Green e	Green	The 2024-25 Orthodorie: Theoryat colores are programing well, monitoring programs through attendance coline and incremon strutt, <i>dirks</i> , positive development, and mark a maniness. Remote Supervision completed of all trainees and supervisors conducted during Quarter 3.	Green
1. Primary 4527 and Community Care	Dental	Education, P training & workforce development	ople Lead and deliver SKP11-Yage learners education, training and reporting that learning CPD across health & social care workforce	Provide access for new trainee dential nurses to undertate the NES Dental Nurse Induction online learning up ingragramme of UNAS. This includes the modules and a knowledge check that will complement a trainers workplace induction and provide access to Bealble learning resources to support and equip trainees with knowledge and xBIS to work xBIP within the team to provide the quality patient care and support professionalism in education across health and social care, with a particular focus on digitally enabled learning.	Provide educational resources to support new trainee dental nurses through access to an online Dental nurse induction learning programme to inform safe working practices.	Provide educational resources to support new trainee dental nurses through access to an online Dental nurse induction learning programme to inform safe working practices.	Provide educational resources to support new trainee dental nurses through access to an online Dental nurse induction learning programme inform safe working practices.	Provide educational resources to support new trainee dental nurses through access to an online Dental to nurse induction learning programme to inform safe working practices.	Green	43 művidus accesed the TUBAS Dental Nurse Induction online learning programme during Quarter 1, with 37 learners completed to date.	Green	36 Isomers accessed the TURAS Detral Nurse Induction online Isoming programme during Quark 2) or which 24 New completes to date. 2022 42 colocits 52 trained benaf Nurses completed the Modern Appenticeship in Dental Nursing in Quarter 2. 1 in progress towards completion during 2024-25.	Green	Green	30 individuals accessed the TURAS Dental Name Induction online learning programme during Quarter 3 of which 25 have completed to date.	Green

Driver Deli	24/25 IDP Terable mber	orate Medium-Term Priority	NES Strategic Theme Detail	NES KPI Reference	2024/25 Deliverable Summary Brief summary of the deliverable, outlining the intended action and what this will achieve in 2024/25.	Q1 Milestones What you intend to have achieved by Q1	Q2 Milestones What you intend to have achieved by Q2	Q3 Milestones What you intend to have achieved by Q3	Q4 Milestones What you intend to have achieved by Q4	Q1 RAG Status	Progress in Q1	Q2 RAG Status	Progress in Q2	Projected Q3 status	Q3 RAG Status	Progress in Q3	Projected Q4 (2024/25 Year- End) status
1. Primary 4528 and Community Care	Dental	Education, training & workforge development	education, training and CPD across health & social care workforce	SIP1130 - Dental Funded traines placements - Fill rate	Provide access for up to 75 places for traines dental nurses to undertake a blonded learning pre registration programme to achieve the Modern Appendicabily (MA) is Dental Nursing which includes the SQA Nursing sufficients in order to gain registration with the General Dental Council. The May organisme must meet requirements of Awarding Body (SQA) and funding body (SkBs Development Scotland / SDS).	monitor trainee progression. Review planning for the launch of the new application process for 24-25 cohort launching in QL Attribution in SQA External Verification and SDS Compliance Processes.	cohort programme via online and in- person study days. Review and monitor trainee progression. Review planning for the launch of the new application process for 2024-25 cohort launching in Q2 and up to 75 allocate	MA in Dental Nursing. Undertake end	Delivery and assessment of the programs via online and inperson study days. Review and monitor trained progression.	Green	66 trained bertal Nurses are currently undertaking the Modern Apprenticeship (MA) in Dental Nursing which is due to complete in Quarter 1. 1 Searce has left the course during Quarter 1. 25 glaces have been made valiable across the scher for there occhis commonicity in Quarter 2, of which 65 are MA funded places. A minimum of 20 places within the 202-25 gragmone have been prioritized for similar gost where the molyport is an MS-stated based or an appointed NS Voccional Training Practice, subject to meeting all organismic requirements. The provision of bedformet blaced bears models of delawiny to 202-25 under 2. Selfs Development Scotland (DSI) Compliance Process conducted in Quarter 1 are 40.66 killing oxtempt for the strains. Action Plants have blace black black black and plants to develop the Trainsion. Action Plants have black black black black and PLA (Professional Development Award). Bottel Maring qualifications to the General Dental Councel (GC) Sub Practitioner Framework.	Green	Next cohort undertaking Modern Apprenticeship (MA) in Dental Nursing: Successful implementation of the online application process in Quarter 2. Received 122 completed applications, of which 94 address blended learning models of definite (model) and the online of the online two different blended learning models of definite (model) and the online of the online working with stateholders to active the Transition Action Film to align the Societatio Vocational Calaritation (SVI). The Proteinson Development Avend (FVA) thread living qualifications to Galaritation (SVI). The Proteinson Development Avend (FVA) thread living qualifications to Galaritation (SVI). The Societa Calaritation Calaritation and the CALARIT Complexity of the Galaritation (SVI). The Proteinson Development Avend (FVA) thread living qualifications to the Sacosciet Programment (SVI). Set Architecture of the National Complexity of the Sacoscieta Calaritation (SVI). The Calaritation of the Calaritation (SVI) has been invited by SVI for Health hand and the SVI Sacoscieta Acquartational Standards Calaritation (SVI). The set of the National Calaritation State State and exercute reviewal qualifications and appenticication performed (Complexity). Second Calaritational State and CO <sup>2</sup> Hors will aliao participate in these activities working with key stateholders across sociation de ensure the reviewal qualification and appenticication performed the reviewal state Healtistication and the GDC Safe Practitioner Framework by August 2025.	e Is	Green	2024-25 cohort: 93 trainer: Dental Nurses commenced the Modern Apprenticeship (MA) in Dental Nursing in Quarter 3. This include? 13 undertaking the MA in Dental Nursing (No elsaven to dark). Proficing two differences the beneficial science of the State Sta	- 1
1. Primary 4525 and Community Care	Dental	Education, training & workforce development	People Lead and deliver education, training and CPD across health & social care workforce	Operational	Develop and publich resources and guidance in accordance with Scattish Dental Clinical Effectiveness Programme (SCPC) schedule to support the dental priorities as required. Online resources available to support the dental workforce.	The Guidance has already been formall launched to the Dental Profession without a platform.	Y TBC	TBC	TBC	Green	Instrument decontamination guidance (3HTM 01-03), developed by Heahth Acattlen Scattaul (MPS) in collaboration with Sostenik benati Clinical Refleriencess) (SCDP) Epishelen in April 2014. Drug Presching guidance updated to align with Intest Britch National Formulary (BPF) in May 2024. Coopo convende to conside charges to the detail caris in children guidance. Me in May 2024. Supporting tools added to the periodontal care guidance website in May 2024. Scoping for guidance on oral health management of of oncollegy patients is ongoing.	Green	Denta Clares in Ohlidern guidanz organized for gene review Spetember (Potober 2024. Scoping of Management et A cuto Denta Problemu spatie initiates Working with MicC Pitotional Institute for Health and Care Excellence) in relation to the updating of nc. 664 (Ohlicai Guidance 6 provention of infectione endocrificia in hidron, rouge propertia and subt.) and Initiate, with SOCIP (Scotta) Dental Clinical Effectiveness Programme) regarding implementation.	Green	Green	Update of Detral Caries in Children guidance being prepared for publication. Initiation of update to Management of Auchi Dential Problems, will working group convents. Initiation of update of SOCIP Sociatib. Dental Chinacia (Heckiveness Programme) implementation advice on Antibioti Pophylaus Against Initiceire Indicatoritis. Voring with NC (Datational Institute for Health and Care Eucelience) in relation to updating of Its (Clinical Guideline) CG64 and linking with SDCEP Antibiotic Prophylaus implementation advice.	Green
1. Primary and Community Care 1. Primary and	Dental	Education, training & workforce development Education, training &	education, training and CPD across health & social care workforce People Lead and deliver education, training and	learning products SKPI14b - Dental Funded trainee placements -	Provision of Practice Support Namual to provide up-to date advice for dental practices undergoing practice inspection for delivery of the Scattish Government's Dental Quality Improvement Programme. Provide resources to support trainee progression for 90 dental core trainees and 40 specialty trainees including educational programmes, study laves, quality management and extensional supportion.	Progression (RCP) for all current Dental	review and monitor any the outcome of	Trainees will take place. Continue with	TBC Deliver up to 90 dental core and up to 40 speciality certificates of completion to	Green	Management of Decontamination in Dental Practice content and templates updated to align with new SHTM 01-05 guidance and an another set of the	Green	Several minor updates. Review of several topics ongoing. 97% of Dental Core Trainees from the 2023/74 cohort received satisfactory outcomes at the end of the training year. Inductions took place for Dental Core Training (DCT) and Specialty Trainees (ST)		Green	Ethical Practice topic updated. Review of other topics orgoing. No formal reviews took place in Quarter 3 for Dental Core Trainees. Reviews of Competence Progression (RCPs) for three dental specialities were reviewed in Quarter 3 with three specially	Green
Community Care		workforce development	CPD across health & social care workforce			Core Trainees and Specialty Trainees and issue appropriate outcomes to trainees for 2024/2025 training year. Undertake national and local recruitment for posts commencing in September 2024.	recruitment processes to try and fill any vacancies.		dental trainees.	-	these forming part of the progress reviews which 96.25% of DCTs have received an overall satisfactory outcome with others progress being reviewed in May 2024. For DCT and Specially Trainees, NES-delivered educational programmes are supported through a study leave budget with additional opportunities to apply for study leave and budget for external courses which support ofther discutational activities.	-	who commenced in September 2024. Educational programmes have commenced for the DCTs will attendance supported via study leave and budget. Educational activities for STs are planned during the 2024-25 training year with study leave and budget available for external course.		-	trainess signed off as having completed post CST ((Cortificate of Completion of Specialist Training training. Study leave budget for 2024/25 on target to be spent.	
8. Workforce 4725 8. Workforce 4301	Finance	Education, training & workforce development e Internal	education, training and CPD across health & social care workforce Performance Maximise NES's	improve practice SKPI36 - Projected	To develop the workfore and improve patient access to care we will provide intravenous and inhalizonal indication courses using a bindred learning from after 6 foreal Detail Service (603) and Public Dental Service (PO3) deviatis in line with the Southib Dental Clinical Effectiveness Programme (BCDEP) / e intercellinguise Advisory Committee for Sedatori in Dental (VACD) guidance (Xandrad: We will review and reform the definery of solution chocation and training as part of quality improvement willing the detectorate. Develop a noture, blanned three year familiar plan form 2023(2) (SubsectiStOm per normal) as part of the definery of solution of the sedatorial plan form 2023(2) (SubsectiStOm per normal) as part of the sedator sedatorial plan form 2023(2) (SubsectiStOm per normal) as part of the sedatorial plan form 2023(2) (SubsectiStOm per normal) as part of the sedatorial plan form 2023(2) (SubsectiStOm per normal) as part of the sedatorial plan form 2023(2) (SubsectiStOm per normal) as part of the sedatorial plan form 2023(2) (SubsectiStOm per normal) as part of the sedatorial plan for 2023(2) (Subsection per normal) as part of the sedatorial plan form 2023(2) (SubsectiStOm per normal) as part of the sedatorial plan form 2023(2) (Subsection per normal) as part of the sedatorial plan form 2023(2) (Subsection per normal) as part of the sedatorial plan form 2023(2) (Subsection per normal) as part of the sedatorial plan form 2023(2) (Subsection per normal) as part of the sedatorial plan form 2023(2) (Subsection per normal) as part of the sedatorial plan form 2023(2) (Subsection per normal) as part of the sedatorial plan form 2023(2) (Subsection per normal) as part of the sedatorial plan form 2023(2) (Subsection per normal) as part of the sedatorial plan form 2023(2) (Subsection per normal) as part of the sedatorial plan form 2023(2) (Subsection per normal) as part of the sedatorial plan form 2023(2) (Subsection per normal) as part of the sedatorial plan form 2023(2) (Subsection per normal) a	Deliver these courses on a supply and demand basis over the course of 2024- 25. N/A	25. Work with Planning to develop and	25. All Op plan meetings held and	Deliver these courses on a supply and demand basis over the course of 2024- 25. Draft 3 year Financial Plan approved by	Green	15 dettilst completel Intravenous (IV) sedation training taught course delivered in May 2024. A review of sedation provision i sunderway. No milestone for 2024/25 Quarter 1 - detailed narrative update to be provided at Quarter 2.	Green	Sedation training second cohort for intravenous (IV) Sedation begins in October 2024. Quarter 1 applicants are underging their portfolio of purprivid cases as demand requires. Suitemens completed the Inhibition Sedation Case Presentations in Quarter 2 and are completing their portfolio of cases. The integrated planning guidance and financial template were issued to Directorates in September	Green	Green	Intravenous (IV) Theory course for 16 participants [12 General Dental Service and four Public Denta Service dentists], delivered at the beginning of October 2024. Submission of portfolios of evidence for assessment continue for this and past courses. Initial 2025/76 operational planning meetings with Directorates have taken place. The NES	Green
8. Workforce 4303 8. Warkforce 4306	Finance	efficiency, sustainability & affordability e Internal efficiency, sustainability & affordability e Internal efficiency.	efficiency and demonstrate best value Performance Maximise NES's efficiency and demonstrate best value Performance Maximise NES's efficiency and	variance of budgeting within 0.5% at year end SKPI36 - Projected variance of budgeting within 0.5% at year end SKPI36 - Projected variance of budgeting	Medium Term Operational Flam working closely with planning and directorates to ensure budgets are realistic, required assing are identified and activities demonstrate value for money. The enables the organisation to full as strategic and national objectives within agreed funding emelogas. Improved and optimise proverment to ensure we receive goods and services at the best price, quality and on time, and deliver savings target of 1.25% on addressable spend [average 12.2mp p. 1] Ensure analyzinement propring requirements as stated wathin the Sociatish Jubic France Muna Man Mark	Annual Report and Accounts for 2023/24 approved by the Board and	distribute guidance for Op planning process to all Directorates.	Directorate plans reviewed and consolidated and compared to anticipated SG funding.	Board and meet SG submission detailines by the end of Q4. Deliver savings of 3.25% on addressable spend. Deliver 2024/25 Annual Accounts timetable by end of Feb 2024.	Amber Blue	At Quarter 1, actual versus procurement target currently 18% v 3.25% however it should be noted that saving are not linear and need to be backet bowards the end of Quarter 3 into Quarter 4 when finance is agreed and commitment music. The appropried at the Board Meeting direid 27 hours The 2022/24 Annual Report and Accurative were approved at the Board Meeting direid 27 hours and associated boardmentary returns were delivered to softlice Resemment of adulte.		2024. At Quarter 2, the actual versus procurement [cumulative] target is 3.65% v 3.25%. N/A - Deliverable completed in Q1.	Green N/A	Green Blue	Secular Seam are reversing the overall NKS position and the associated savings proposals. The in per financial policies in propring a sharehare with the support of 50 statis Government (SG) France to manage a shortfall in the 2024/S NKS baseline We are on that to secure the required procurement savings in year. N/A - Deriverable completed in Q1.	Green
8. Workforce 4406	Finance PFM)	e (incl. fiftheraid and a second a se		Operational	Annual Report and Accounts Manual. Complete a strategic review of the property requirements in three locations where there are lease events either by vitture of lease expiry or other requirement for change. This includes 2 Central Quay (Giagon), Centre for Health Science (Invensis) and Ninewell (Ounder), MS Property & Scillist Manuement (PM) term to lead c	submitted to Scottish Government by 30th June 2024. Options identified for Dundee (Ninewells) and Inverness and plans in	Mores and changes completed in Dundee and Inverness, Glasgow project file-out works underway, and 1702 (Notice to du) smort to vacate 2202 (Notice under section glasse addigations.	with a view to having contractors operational onsite by January 2025 following the formal award of contract	New milestone - Contractor works taking place on site in Glasgow and the fit out remaining on target for completion in May 2025. Progress	Green	The office move from Newski to transland which during Durindree) was completed on 3 July 2024. The office move from Newski to transland automove function was a reduced foroptinity RES difference and a reduced foroptinity and/s will be retained by RES commercing 20 July 2024. Staff have been provided with a number of olding points to conside to rendoming which to crastical endowing the retained by RES commercing 20 July 2024. Staff have been provided with a number of olding points to conside to rendoming which to crastical endowing the retained back to crastical endowing a tender process.		The Framework contractor appointed to undertake works at 177 Bothwell Street (Glasgoo) weet into administration in September 2024. Work is orgoing to appoint a new contractor from those or the Framework interested to enable the resumption of currently caused activities on-site. This has materia a regoritation with the Landood at 2 control Glasgup 2021 Web sciences of the science of the science of the science of the science of the Additionality, a tender has been prepared for KS to spoots: all allocations to additionality, a tender has been prepared for KS to spoots: all allocations and additionality, a tender has been prepared for KS to spoots: all allocations and additionality, a tender has been prepared for KS to spoots: all allocations and executions of the science of the displayment of the science of executions of the science of the science of the science of additional results. The science of the science of the science of the science of the sc	n 	Green	Following the update provided at Quarter 2, revivad milestones have been agreed (and approved b the KS Steacutive Team) for Quarters 3 and 4 of this deliverable. New contactor for the 277 Bothend Street (Singapor) and the 1 in the process of being anoted the sector activity and the update for the sector activity and the process of the sector activity of the sector activity and the sector activity of the sector activity at the removal from that site.	nt at
10. Climate 4725	Finance	e Internal efficiency, sustanability & affordability	Performance Strengthen organizational focus on sustainability and climate change to reduce cafbon emissions	SKP14 & SKP1 45 (CO2 Emissions Estates / Staff / Travel)	Approval and initial implementation of NES Climate Change Emergency and Sustainability Strategy.	Strategy finalisation and approval	initial strategy implementation	Strategy implementation	Soulagy implementation	Green	The HIS Climate Energency and Sustainability toratogy (2024-27) as a spopwed by the HIS Board or 23 May 2024. Associated comms are being prepared to support the bunch of the strategy to HIS staff.		The NIS Gimate Change Tengenovy and Surtainshilly (CESS) strategy (2014-27) and accompanying action plane was formally junched in July 2024 van even stratice on the NIS corporate website and additional internal communications. The news antick highlighter NIS's have the in raising and internal understanding of the fundes emergency and how we can embed the principles of statisticality and statistications the relative statistical and statistical statistical statistical statistical statistical statistical statistical statistical statistical NIS supported and participated in Sostitum's Climate Web (2)-25 September 2024.) Vis the meet of sharing statistical statistical editistical statist	Green	Green	Implementation of the NS Gmate Energiency and Sustainability (CEES) Strategy (2022-22) is our underway with work their taken forward at an associated action data, that is being updated on a quarter/by basis, and will continue to be reported to the NS Audit & Risk Committee (ARC). Work has also commenced on the Internal Audit active of this polary reas and will be reported to the NR in April 2023. During Quarter 3, work has progressed within directorates to embed climate emergency and sustainability principles within health and social care workforce education and travel and Procurement themes of the action plan including the enginger quarter that the NISS Procurement Sustainability Storeing Group. The first meeting of the employee-focusce RK Sustainability Ambassador Network took place during barter 3. This group comprises representatives from access NS and will meet the monthy langer to the totic and areas and the Auding being MSC and an Audi Social and and and the first meeting of the employee-focusce RK Sustainability Ambassador Network took place during Quarter 3. This group comprises representatives from access NS and will meet the monthy and the plan to Internative and the Audine plane (RK) RKS and Audit Quarter 3. This group comprises representatives from access NS and will meet the monthy and the plane to Internative Audit Audit Audine (RK).	a 22
10. Climate 4726	Finance	e Internal efficiency, sustainability & affordability	Performance Strengthen organisational focus on sustainability and climate change to reduce carbon emissions	SKP134 & SKP1 35 (CO2 Emissions Estates / Staff / Travel)	SX reduction in direct carbon emissions across NES estate (buildings / travel / waste management).	Quarterly measurement and reporting using available data.	Quarterly measurement and reporting using available data.	Quarterly measurement and reporting using available data.	Quarterly measurement and reporting using available data.	Amber	Ortailed update regarding carbon emissions across the MS estate to be provided at Q2.	Green	The distance for regioning on the Holds Rodins Classic Darage Dutins report has been revised to allow a more full activation emissions to be protect. This maniphy Classics on energy use, but allo new includes estimated emissions from homeworking. Buildings energy use will have reduced for the docume of the KSC distance in Moreks to explorate and the method efforts in the docume of the KSC distance in Moreks to explorate and the method endopring in the distance of the state of the state of the distance of the d		Green	generate additional initiatives for addressing the climate emergency. The work will be taken forward nore the recomplication of the MS estate has been completed and bedded in. In the mentime, work is organize to make the capture of information on carbon emissions as efficient and as accurate as possible across all our sites and activities.	Green
10. Climate 4727	Finance	e internal efficiency, sustanability & affordability	Strengthen sustainability and climate change to reduce carbon emissions		Development of consistent approach to climate change and sustainability awareness in NES education and training programmes.	Climate Change Emergency & Sustainability Clinical Sub Group	Work to be taken forward by NS Climate Change temperay & Sustainability Clinical Sub Group	Omate Change Energency & Sustainability Orical Sub Group	Climate Change Emergency & Sustainability Clinical Sub Group	Green	Damig of Climate DampE Integratery and Statishishiki wifommation across clinical disciplines during Quarter L. Jogong commitment of usual moviment. Also across the statistical statistical Sustainability TURAS e learning module promoted across NES clinical networks.		Work continues to embed the principles of nutationability and sustainable care into our education and training programmes. During Quarter 2, 105 staff have continued to work with colleagues from National Services Southen (IKS) our operand the collection of e-Learning modules on both broad and appectite topics relating to the Clinite Charge Immegine and Sustainability (CEL 8, 3) and have also developed a reporting mechanism to track examing completion stats of the CCEAS module on training activities and induction programmes such as an Timirormentally Conscious Dental Care <sup>4</sup> webmar within Dental.	n I d	Green	Work continues to embed the principles of sustainability and sustainable care into or deutation and training programmes. During Quarter 3: the Infection Perevition and Control flat analysis NAMAP has been collaborating with National Services Sociating (NSS) to develop a autional water sustainable with the Sociation Indices Perevition and Control Education Pathway (SPCD). This initiation almost integrates ustainable practices into the PC water management module within the Sociation Indices of Perevision and Control Educations Pathway (SPCD). This initiations almost integrates ustainable practices into the PC water management module within the Sociation Indices in the Indices of the sub- programme and the sub-section of the Social and the Social and Social Control Massion and the Social Social Social Social Social Social Social Massion and Social Social Social Social Social Social Social Social Massion and Social Social Social Social Social Social Social Social Massion and Social Social Social Social Social Social Social Massion and Social Social Social Social Social Social Social Social Social Social Massion Social Social Social Social Social Social Social Social and Social Massion Antimicrobial (MA) Resistance. Social Social Social Control Massion the containment of AM Resistance.	e 5
8. Workforce 4313 8. Workforce 4314	Health	care Education, e training & workforce development care Education,	Partnerships Build capability around workforce supply People Lead and deliver	SKPI10 – %age of workforce accessing learning products SKPI10 – %age of	Commissioning, recruitment and support to 13-25 Clinical Scientist posts per year (to key specialities hosted by NiK Boards), to ensure the organing supply of Postgraduate Clinical Scientist via the Training-Grade pathway. Provide 25-35 training grants (bursary) to specialist Healthcare Science practitioners, support equivalence	recruitment underway fro September 2024 start. 24 posts anticipated. Completion of Assessment process for	estimate training post numbers	Engagement with new trainees / welcome. TURAS TPM / QA monitoring initated New milestone - Ongoing promotion	Ready SLA / allocations for 2025 intake. Ongoing monitoring 2024 intake.	Green	Recruitment progressing as planned. No concerns at this stage. Trainees expected to commence as planned in September 2024.		Most traines have commenced training as planned in September 2024. Million issues with some posts however three are being recoded within the respective dual Health Board. Issues also raised by Health Boards regarding recruitment due to Faed Term PIN (Partnership Information Network) policy. Following the update provided at Quarter 1, revised milestones have been agreed (and approved b		Green	All trainers except two have commenced training as planned for 2024. The two exceptions are preferred candidates from evences who have been deleyed straining due to via subsc, but the loc health boards hope to have these issues resolved and the trainees in post before the end of the francial year. The Healthcare Science postgraduate bursary has been reinstated and process for applications will	
	Science	<ul> <li>training &amp; workforce development</li> </ul>	education, training and CPD across health & social care workforce	learning products	registration fees for Clinical Scientists and Biomedical Scientist assistants to ensure the ongoing supply of registratible Healthcare Science staff.	awards. Promotion of equivalence support.	of finding available and application process for instruct of Biomedical Science (BMAS) non-accredited degree assessment: Laving of awards to successful applicants, and continued lapport through Continuing Professional Development (CPQ) and lamming renources available. (Original millectone - Finaline and uses of award - finals: non-postpackate scientistic community and quality monitor progress. Promotion of equivalence support.)	support through CPD and learning resources available. ( <b>Original Mestone</b> - Ongoing monitoring / engagement with our wider CPD support for these new postgraduates. Promotion of equivalence support.)	funding available and application process for IBMS on accredited digma assessment. Issuing of awards to support through CPD and learning resources available. Priving promotion and application processes of buraries are application processes of buraries and spectra and the support available and the state of the support available 2025/26. (Original milestone - Provide 25-35 training grants to healthors controls. Promotion of equivalence support.)		It to the dullenging public sector framculat environment), no brunch are being awarded in 2024 25 benefors the original disk-wake target win code met. The Healthear Scherz pargurate burst of the original formed part of this overall saving to implement the required reduction in NES'Healthours Scherz may be able to support failed as details' regulated and particular their in 2024 33 met encontinget to support failed as details' regulated particular their in 2024 and we are continuing to support failed and the cost regulated particulationen with their digree transcript assessments which are reduced for a data.		the NES Securitie Team) for Quarten 2, 3 and 4 of this deliverable. Sec les tears of the financial year, KE stochastic sections on taxaceschildly funded 14 members of one Healthara Stores support attait within laboratories, enabling them to apply for IBMS (Instaction against and Biomedical Science) for on-accretised degree assessment. This assess their qualifications agains the HCX (Leash and Care Porticious Council), education standards and determines what applementary devices in required to meet these standards and register with HCPC as a Biomedical Sciencia.	f		begin early 2025. We continue to support and fund our Heahbcart Science Support Workers within the laboratories. To date NLS Healthcare Science has successfully lunded 16 Healthcare Science Support Workers with their IBMS (institute of Biomedical Science) degree transcript assessment.	
8. Warkforce 4315 8. Warkforce 4316	Healthi Science Healthi Science	care Education, training & workforce development Education, e training & workforce development	education, training and CPD across health & social care workforce	learning products SKPI10 – %age of workforce accessing learning products	Provide training to meet workforce demands for Cardiac Physiology (13 trainees 1 off cahort 2022). Provide training to meet workforce demands for pre-registration, postgraduate and doctorate level Higher Specialist Consultant Scientists (20 Higher Specialist Scientist trainees - cohort 2020).	Satisfactory completions of ARCPs to previous quarter, update of training planning, and dosure of any debut progession reports Satisfactory completions of ARCPs (Annual Review of Competence Progression) to previous quarter, update of training planning, and closur of any delays in progession reports	Monitor Monitor	Monitor/ Survey initiated	ARCP Completions ARCP Completions	Green	Cohot progressing as planned during Quarter 1. No major concerns regarding the progress of this deliverable. Locationer empagement with Quality Assurance monitoring - 190% response rate to ARCP. Outturn will be summarized in our 2023-34 Healthcare Science Annual Report, publication of which is imminent.		The majority of the cahner programsing as planned during Quarter 2. However, we have had docussion with work trainiers regarding flagged concerns and one discussion involved the NSHCS National School of Healthcare Science). No significant sisses flagged through our Quality Assurance monitoring. The 2021/7.4 Healthcare Series Anoual Report will not be published however the results of our Quality Assurance processe will be published on our training website in due course.	Green	Green	The other is progressing as planned during Quarter 3. Discussions and monitoring regularies with some traineer arguing Bagged common spee Quarter 2. The Oster 16 and to complete P. 2025 and the NE Sheahhcare. Science team are following up with NHS Baards as to status of trainees one discussion of the state state training erangement is complete. No significant issues flagged through our Quality Assurance monitoring - all progressing well.	Green
8. Workforce 4318	Health Science	care Education, training & workforce development	People Lead and deliver education, training and CPD across health & social care workforce	SKPI11 – %age learners reporting that learning will improve practice Operational	Provide Generic Continuing Professional Development (201) for early career healthcare scientists and specifical birlh specially (2016). An official bar of 0.1.5.4 learning modules with associated multipropon of the workshops (15.20 participants) and 10+ workshops. Enhanced Educational Infrastructure. Careers development and public regregement.	Workforce development offer. Publicist	Publicise and deliver. React to service requests for facilitation / co-production of specialty resources	Ongoing development of OPD / Workforce development offler. Publicise and deliver. React to service requests for facilitation / co-productio of speciality resources Quality Managment visits reports,	n for facilitation / co-production of speciality resources	Green	Stady delivery of CPD / online offen, during Quarter 1. Runs advanced for future specialty webian of interest to the Healthcare Science community.		New Medical Davies; (ME) (Dickert Reporting and Investigation Centrel modules were crated with colleague from South Governeer (Sig Gin Altisonal Service Southard (MS) during Quarte 2. These are now published on the Healthcare Sport Verse within TURAS Learn. We hoated a successful within gring an qudate on the Healthcare Sport Verser (PLGW) famework development project in collaboration with NES NMAVP and SG colleagues in August 2024. Enhanced Monitoring discussed at monthly Medical Directorate Quality and Safety Group IMDOSC	5	Green	All Continuing Professional Development (CPO) provision has been reviewed in the last quarter and discussions internal to the NSI Healthcare Science (HCS) Team as to how to align with the wide NS efferting. Withheas continues to be effered to support house in training – these have included Spotlight essions in the last quarter. Planning is in progress for the annual HCS event 2025 which will be held as a joint vintual efferting with Socthard Sovernment. Support World endorment is organing to support the newly developed support worker career Transends.	ES
	-neuto	training & workforce development	Lead and deliver education, training and CPD across health & social care workforce		Covernance no quainy management or mercia escución ano tranneg actos sostuno to ensure unieral Medical Courcil (GMC) standards are met.	immediate actions/concerns raised at visits, details of sites on Enhanced	immediate actions/concerns raised at visits, details of sites on Enhanced Monitoring are discussed on a monthly		immediate actions/concerns raised at		Exhibition Monitoring SubSuber Sit monthly weeksiu Unectorate Quality and Saney Group (MULDe, meetings during 2024/25 Quarter 1.		tranances incontaining discusses at mommy livescus investorial resolutions (sum y and samely onlog productors meetings during 2025/20 sumter 2. Number of enhanced monitoring sites continues to reduced (from five to four during Quarter 2).			transmess inconstroning discussiona and montriny livescus in uncertainer quality and samely onlogi produces meetings during 2022/2023 Quarter 3.1.Weeting of enhanced monitoring sites continues to reduce (from four to two during Quarter 3).	

SG Recovery ADP Driver Deliverable Directs	orate Medium-Term Priority	NES Strategic Theme Detail	NES KPI Reference	2024/25 Deliverable Summary Brief summary of the deliverable, outlining the interded action and what this will achieve in 2024/25.	Q1 Milestones What you intend to have achieved by	Q2 Milestones What you intend to have achieved by 02	Q3 Milestones What you intend to have achieved by	Q4 Milestones What you intend to have achieved by	Q1 RAG Status	Progress in Q1	Q2 RAG Status	Progress in Q2	Projected Q3 status	Q3 RAG Status	Progress in Q3	Projected Q4 (2024/25 Year- End) status
8. Workforce 4258 Medical	al Education, training & workforce development	People Lead and deliver education, training and CPD across health & social care workforce		Deher training administration for 6,700 doctors in training across 300 training programmes ensuring allocation progression and completion of training is managed using Annual Review of Competency Progression (ARCP) outcomes to measure performance, ensure trainees are performance managed and recommended for revalidation.	trainees with a review in Q1. MDSQG to review data and trends to identify	trainees with a review in Q2. MDSQG	to review data and trends to identify	to review data and trends to identify	Green	ARCP outcomes reviewed and discussed at Medical Directorate Quality and Safety Group (MDQSG) meetings during 2024/25 Quarter 1.	Green	ARCP outcomes reviewed and discussed at Medical Directorate Quality and Safety Group (MDQSG) Heatings during 2024/25 Quarter 2. Enry indications show similar outcomes to previous year. Finalised data will be available in Quarter 3. Review of appeal outcomes planned for Quarters and 4	Green	Green	ARCP Progression report discussed at Medical Directorate Quality and Safety Group (MDQSG) meetings during Quarter 3 and submitted to the NIS Education & Quality Committee for further discussion. Results showed that the majority of trainees are meeting curricular requirements and organismis statistication. <i>Anome</i> (6) is trainees required additional competencies to meet curricul	Green
8. Workforce 4260 Medical	al Education, training & workforce development	Partnenships Build capability around workforce supply	SKPI13a - Medical Fundee trainee placements - Fill rate	Recruitment, training and support of doctors in training to meet current and projected workforce requirements	TBC	TBC	TRC	тас	Green	Active involvement in moving Medical Education Referen process forward in line with work being understation at 4 existions level; regular reporting being provided to the NES Executive Team and NEB Board. New process for expansion paths communicated to Health Boards and Specially Training Beards (TEB). Receptor to TEB to extram requests for expansion by Agunt 2024. First meeting of trainer redistribution project Stort Life Working Group - update given to NES Medical senior team regarding project's next steps.	Green S	Stakebolen mentings have been held with Direction of Medical Education (DMEG) and Medical Directions. Conversation with Schrödit Geometry (EG) are engaining and a final last of requested expansion posts has been drafted to go to SG for sign off.	Green	Green	magnements and around half of these needed an extension to training. Appletics govername and management structures have been established. The first meeting of the Medical Biocardian Referring Groups took place on 30 October 2023 and will occur quarterly moving floward. The time of Reference of the groups are to be reviewed and additional types entitistic will be identified an needed. Initial data collection and analysis are engoing with various stakeholders, and further data sources will be descripted and enged by Sostish Government for August 2025 recruitment. As part of medical exclusion inform dengements and groups are applied by the training applied that the two part foundation fregmanmes, a gains hat are established to review parts entitle that the two part foundation fregmanmes, a gains hat are abilished to review the colored on the two part foundation fregmanmes, a gains hat are abilished to review the and of enducation reform dengement, a gains hat are abilished to review the colored on the two part foundation fregmanmes, a gains hat a plot particle, the initiative parts of enducation fregmanmes in a gains are to a plot particle, the initiative productions doubling the contrains praint from four more house the house the plot particle, the initiative and or exhanging the overall foundation experience for resident doctors.	Green
8. Workforce Deliverable Medical Closed 4267	al Education, training & workforce development	Partnerships Deliver health care research, development and innovation	Operational	This deliverable was closed during 2004/25 Guarter 2. Please see the Quarter 2 narrative update (column P) for further detail. Other medical education research within NES, providing robust governance through the Medical Education Research and Innovation Group (MedRiG). Also contributing and funding the SMRE (Scottish Medical Education Research Constraintion Jattership in contraction with Scattership (MedRic) and the Medical Education	n				Amber	SMIRC (Scottish Medical Education Research Consortium) funding reduced as part of 2024/SS Scottish Government savings exercise. The Group is still operational and has agreed the objectives for the coming year with the NES Medical Director. Milestones for this deliverable will be provided at Quarter 2.	N/A	The NES Executive Team agreed that this deliverable (4267) should be closed as a result of the 2024/25 Scottsh Government savings exercise - there is no longer funding available to support this work.	N/A	N/A	Deliverable closed during 2024/25 Quarter 2.	N/A
8. Workforce 4287 Medical 8. Workforce 4288 Medical	al Education, training & workforce development al Education, training & workforce development	CPD across health & social care workforce Partnerships Build capability around workforce supply	SKPI13a - Medical Fundec trainee placements - Fill rate SKPI16 - TBC	Deher training of agreed eparation of medical workforce by using effective financial and data resource to innorms estabilization and metria. Sincural 680 Sociatis Goewanics (55) funded training grade parimets as made to Boards timesculy and accurately reflecting the allicution of doctors according to financial apolices. Manage and monotic trainer estations to accurate specific financial unice as exploited to partice equipartices and the Social trainer estations to accurate specific financial and specific parts of up to Lina arous applied by the specific specific specific distributions including of mating from the system appred programment to increase of <i>Reventions</i> . It has the specific specif	expansion has occurred and report data to SG TBC	Boards correctly from August 2024. Audit of new post establishment. TBC	projection of number of agreed expansion posts and number of placements required for extension to training TBC	Confirmation of expansion posts for 25/26 from SG. TBC	Green Green	Sottish Government have menined provisional data around RII rates, including expansion posts, during Quarter 1. Agreement has been received from SG to fund additional expansion posts as baseline funding during 2014/25. Expansion for the second from the second for the second for the second for Discussions have commercial with Sottish Government in relation to 2025 buraries.	Green	Equancies points have been added to TURAS (Training Programme Management / TMM) to ensure Health Board ore gain control, Prost Marker additional baseline Imaging has been provided have been identified and the funding will be added to posto during Quarter 3. Payments made to trainees a planned. Addreed Scrittish Government that funding for Targeted Financed Recruitment Scheme (TIRS) bunaries for 2025 could be ceased to assist with cost services.	Green Green	Green	Operational planning for 3202/26 completed - to include projection of number of agreed expansion pass and number of planemests required restremision to taining. Baseline funding added to an additional 551 training posts in Quarter 3. Centous to nonition "Bagded Fohanced Recruitment Scheme (TERS) trainees who resign from the programme. No further action required in terms of planning as scheme removed for 2015/26.	
8. Workforce 4289 Medical	al Education, training & workforce development	Partnerships Build capability around workforce supply	SKPI13a - Medical Funded trainee placements - Fill rate	standards and statutory requirements by the end of Round 3 for up to 23 training programmes across Scotland. Recent to programmes in all regions to 95% minimum and manage estabilizationen induding resignations, early Certificate of Completion of Training (CCT) and Less Than Full Time (LTFI) trends to support effective WTE (Whote Time Equivalent) recruitment where possible.	Have provisional fill rates for rounds 1 and 2 of recruitment (August start dates). Communicate trainee information to Health Boards in line with Code of Practice.	Recruitment activity for round 3 (February start dates)	Confirm UK fill rate data to SG for round 1 and 2 recruitment. Have provisional fill rates for Round 3 (February start) and communicate trainee detail to Health Boards in line with Code of Practice	Recruit to at least 95% fill of the medical training grade establishment headcount. Work with 5G and MSG to ensure accurate and rapid transfer of information to boards for effective onboarding and to reduce late starts be a back with fill and the starts be a back with fill and the starts be a back with fill and the starts because the starts be a back with fill and the starts because the starts be a back with fill and the starts because the starts and the start of the starts because the starts because the starts and the start of the starts because the starts because the starts because the starts and the start of the start	Green	Provisional fill rates are known and currently sit at 54% overall for rounds 1 and 2 of Medical Training Goad environment. All data has been communicated to Heakh Boards in line with Code of Practice deadlines. During Quarter 1, recruitment for Remote and Rural fellows has completed with seven confirmed	Green	Overall Sociatish fill rate for August 2024 start 34.4% which is a slight improvement on last year's 92.5%) - Eask Region III rate 93% (improvement from 39% last year) - North Region III rate 95% (slight improvement from 93% last year) - South Eart region III rate 95% (slight improvement from 93% last year) - West region III rate 95% (slight improvement from 93% last year) - Mest region III rate 95% (slight improvement from 93% last year)	Green	Green	Confirmation of UK IB rate data Sociativa Covernment for Round 3 and 2 recontinent. Provisiona Mintars now available for Round 3 (Horkun) 2025 start) and target detail has been communicated to Health Boards in line with Code of Practice.	
8. Workforce 4293 Medical	el Education, training & workforce development	Performance Deliver national leadership and QI programmes	SKPI10 – %age of workforce accessing learning products	Provision of Clinical Fellows across multiple specialities and areas of interest (including leadenship) to provide educational development to doctors and balld specialist and leadenship capacity within the medical workforce.	Recruit up to 10 Remote & Rural Fellows; interviews, for Medical Education and Health inequality fellows paediatric fellows;match 12 Scottish Clinical Leadership Fellow (SCLFs) for Aug 24 start; allocation of SCREDS and Histopath fellows		Q3 begin recruitment cases for SCLF and Remote & Rural Fellows for 2025	Recruit: 12 Scattish Clinical Leadership fellows; 3 SCREDS fellows; 3 Forensic histopathology fellows; and 1 post-CCT TIG fellow.	Green	During Quarter 1, recruitment the Remote and Ruins Holoss has completed with seven continued positi, here availing confirmation and ore variancy. Medical Education and Health Inequality Follows have been fully recruited. Sociatich Orinal Learching Follows have been recruited and matching bar Paediatric Follows were not recruited in line with agreed 55 costs aways for 2024/25. Sociatich Orinal Learcent Development Schemes (FSDBa) and Histopath Follows have been recruited.	Green		Green	Green	Baciness case raised for reduced number of SCLF (Social Calculated and Provide) points for 2015/26. Agreed number of clinical follows in operational plant for 2015/26 intake.	
8. Workforce 4295 Medical	al Education, training & workforce development al Education, training &	People Lead and deliver education, training and CPD across health & social care workforce Performance Deliver national leadership and QI	SKPI15a - Employee Engagement Index – Doctors in Training Operational	Provision or functificative egistance support for all policyplication methods locking in the single value of the environment of the set of the		Implementation of new resignation process Second quarterly ADR update, visits and reports according to plan; data	Annual report to Educational Governance Group. Third ADR update:	Delivery of NES Scotland Deanery quality management framework to	Amber	New Yesginaloo process inglemented with the Inst of a stat of a stat to be Reported at Meetical Directorate Quality and Safety Group (MOQGG) meeting in August 2024. (Effective Quality Management (QM) system in place - now have closer working relationship with Health Boards Groups of the WMART digitation with SMART digitations.)	Amber	As per Quartet 2 initiation, respiration process now Killy implemented to ensure exist interviews for engandamic, Quartet 9, monitoring report to Medical Directorate Quality and Safety Group due in Quartet 2. (Effective Quality Management (QM) system in place - now have doser working relationship with Health Boards following tinggered visual with AMAC Operchementings and Action Ram Review	Amber	Amber	A per Quarter 3 milestore, regispitato process nov fully implemented to ensure existences of inegrations. Quarterly monotoring report discussed at Merida Directore Quartly and Safety (core in Quarter 1). Quarterly monotoring report discussed at Merida Directore Quartly and Safety (core Herbitre Quartly Management (QM) system in place - now hove closer working relationship with Herbitre Duartly Management (QM) system in place - now hove closer working relationship with Herbitre Duarter (DM) system in place - now hove closer working relationship with Herbitre Duarter (DM) system in place - now hove closer working relationship with Herbitre Duarter (DM) system in place - now hove closer working relationship with Herbitre Duarter (DM) system in place - now hove closer working relationship with Herbitre Duarter (DM) system in place - now hove closer working relationship with Herbitre Duarter (DM) system in place - now hove closer working relationship with Herbitre Duarter (DM) system in place - now hove closer working relationship with Herbitre Duarter (DM) system in place - now hove closer working relationship with Herbitre Duarter (DM) system in place - now hove closer working relationship with Herbitre Duarter (DM) system in place - now hove closer working relationship with Herbitre Duarter (DM) system in place - now hove closer working relationship with Herbitre Duarter (DM) system in place - now hove closer working relationship with Herbitre Duarter (DM) system in place - now hove closer working relationship with Herbitre Duarter - now hove closer - now hove closer working relationship with Herbitre Duarter - now hove closer - now hove clo	up
8. Workforce 4310 Medical	workforce development Education, training & workforce	People Lead and deliver education, training and CPD across health &	SKPI16 – TBC	(GMC) standards. Distribution of agreed Medical Additional Costs of Teaching (ACT) funding to 19 NHS Boards across Scotland. Performance manage Boards in their use of Medical ACT funding to secure efficient and effective use of funds fis chical training of medical undergraduate to poportiunish (s. docs wersen Medical Programmes) within	schedule for GMC Priority visits finalised Allocation Letter should be issued to Health Boards outlining their recurrent and non recurrent additional allocation	plan for medicine to Medical Directorate Senior Team (MDST) Health Boards to submit bids for their funding, using the Medical ACT App. NES will review bids and update status	visits and reports to schedule National unutilised funds position established. Health Boards to submit bids for national funding using the	GMC standards. Data for 2025/26 allocation model collated and reviewed and Model completed. Medical ACT Annual Report	Green	Meetings. The number of sites on Enhanced Monitoring has reduced from 10 to 5. Allocation letters were issued to Health Boards on 26 June 2024. This was later than usual (early April) due to a delay in receiving final written confirmation from Socitish dovernment in relation to 2024/25 funding arrangements. IKS Machical provider deguta written udgets to stateholders	Green	Meetings. The number of sites on Enhanced Monitoring has reduced to four (from five in Quarter 1). There have been nine Regional ACT Working Group (RAWG) meeting within this pariod, with representation. From the NIS Medical ACT Team proteomet at all. As of 10 Seytember 2021, the Medical ACT Team had approved §6 bids and declined two. Total	Green	Green	Meetings. The number of sites on Enhanced Monitoring has reduced to two (from four in Quarter 2). There have been four Regional ACT Working Group (RAWG) meetings within this quarter, with representation from the NS Medical ACT team at them all. Final local Lisis were received in October 2022 with national signapse bids received in November and	Green
8 Workfore 4312 Medica	development	social care workforce		heathcare settings in Scotland.	stakeholders to allow an opportunity to discuss this years allocations.	accordingly by the 28 <sup>th</sup> of the month. Boards. Medical ACT colleagues to attend Regional ACT Working Groups (RAWGs).	and update status accordingly by the 28 <sup>th</sup> of the month. NES to attend RAWGs. 2023/24 accountability reports to be received from Boards and reviewed by NES.	5		during this period and moved switch to issue the letters as soon as possible after the funding position was confirmed. A very accessful stakeholder even considering Massuement of Teaching was held in early June with stakeholders. Regular inspire for operational and strategic stakeholders continue to be offered. The Medical ACI webbar refresh to continuing.		Money alocated was (2,566,425. The deadline for Boards to submit blds was moved to the end of October 2024 due to the delay in allocations confirmation earlier in the year by Scottish Government.			December 2024. Following review and approval there is approximately £3m remaining of Medical ATC finding for 2024/25.8 bords have been asked to submit finible by 7 February 2025. Medical ATC administer the SociOLOM (Scotta) Community Orientated Medicine programme) analing infinitosistume meetings and have provided funding support towards set up costs of this A further Medical ATC Stateholder: Engagement event took place on 5 November 2024 to promote calaborative working and discussion of common goals for Medical ATC.	
	versioning & workforce development	Scope & develop a remote & mal entre for health & social care	J97139 - 19L	Subject to funding - provide infrastructure to Support the UK wide Rural and Remote Credential Programme	Onbad finit cohort of Recognition doctors to programme	Run first credential panel and identify doctors eligible rounderation by GAUC for the award of nursi and mente Observatifiest control of sectors to learner notice of the programme Recuritment of discussional Supervisors to support the programme Recuritment of discussional Supervisors to support the programme Continue to device to the programme Continue to device to the programme Learning to sit alongside cunsoluum	Onbeard second outpart of Recgrition datasets to programme Contracts to grow (Educational supervision support	Run second credential parel and identify actions table for consideration by GALC for all stands of Onboard second called of doctors to learner route of the programme Continue to develop toblook for learning to it all ongoide curriculum 21 month post enablem size (SAC requirements for new programmes	Annae	2024/25 Sottish Governmert huding, for the Remote and Aural Codential programme was not confirmed on 24 Aura 2024. This delys have an exit to the obsoluting of the first cohort of Recognition Doctors have model to September 2024 (Quarter 2). The Remote and Aural Codentials Recognition Character and Aural Codentials Recognition Character and Aural Codentials and Aural Codentials Recognition Character and Aural Codentials Recognition Character and Aural Codentials and in September 2024.		The team are delighted to report that all seven doctors that were presented to the point advector the compretence soulling in the Nemota and Neurol (RAMC) as having completes the conduction and the Neuroperturbation (SAMC) as having completes the conduction and the Neuroperturbation (SAMC) as having completes the conduction and the Neuroperturbation (SAMC) as having completes the conduction and the Neuroperturbation and deficient commencing in Collador 2024. This was happing here/like the Neuroperturbation and deficient commencing in Collador 2024. This Neuroperturbation and deficient the Neuroperturbation and deficient commencing in Collador 2024. This Neuroperturbation and deficient the Neuroperturbation and deficient and Neuroperturbation and deficient and Neuroperturbation and deficient and Neuroperturbation and deficient and Neuroperturbation and the Neuroperturbation and the Neuroperturbation and Neuropertec	urten	u cen	Currently obtavisting six reception doctors to our next cohort and obtavisting three learner duragions doctors will require doctational supervisors to support them through the learner mate. We have also spalen with sixeh of our reception duraging of doctors where are willing to models for see activational supervisors. To support the through the learner mode is the set of the set of the test of the set of the se	to
1. Prinsury 4537 Medical and Community Cure	<ul> <li>Education, training &amp; workforce development</li> </ul>	Pople Lead and deliver education, training and CPB across health & social care workforce	learning products	Oellevy of Continuing Professional Development (CPD) Connect educational activities for General Practice to improve patient care in NHS Scotland.	Flanning programme of events for 24- 25 sased on levening needs of General Practice (muhlidisoglicary team) MDT, face to face, online and dearning, PBSGI: module development. Planning elastic face of the state of the state learning programme.	Impact of resources for General Practice Nurses (GNN). Development and carging support for eleming resources. PRG in Andrée Provenses in Model of simulation-based learning programme.	delvery and evaluation of simulation- based learning programme.	Continuiton of defivery and evaluation of simulation-based learning programme.	Green	The 2024/25 56 funding award for General Practice Nurse (DM) CPD and First Ge CPD is still to be formally agreed as at the end 2024/25 Counter 1. Thon-clinical - A.Day in the Life of a Bury General Practice 1D webmar plot series has started with 170 delegate neglicines, exceeding required figures. Primary is underway for the clinical webmar hours 2024 with "Lidegistes Muglic exploration of the May 2024 and good progress make toward completing word-takeness have a start of the May 2024 and good progress make toward completing two others in the next most the Author 10 in winness tages of production. The Whole Start younders are in the method of the May 2024 and good progress make toward completing two others in the next most the Author 10 in winness af the Schward Start (SC General Authors 2024 with 127 combines and 150 Generals and 180 combines. The GPM starts have authors of the May 127 combines and 150 Generals and with the first allowed completing word towards and the Start 10 in words and a start for Ham young 24 biological conclosed gap has 127 combines and 150 Generals and and word word words words words of desamption and the SG GPM gap has 1800 combines. The GPM starts have audience - in Quarter 1, 180 GPMs have completed a module, and 7 other professionals.	Green	Further to the update provided at 2004/25 Quarter 1, the 2004/25 Sottish Government funding and for General Proteins Revise (GRM) Continuing Professional Development (CPD) and Frist GP CPD is confirmed. Nucleisaid - A Day is the life of A Burg General Provide's for exceeding required figures. Gincla maintain will and model with 21.4 degates registered for exceeding required figures. Gincla wission of A Day is the life of a Burg General Provider 35 methods are provided provided and setting of the setting of the grade setting for exceeding required rights. Gincla data can be advertised. Three Practice Based Small Group Learning (PSGG) models published in datars 2 Diagones & Management of Analy / Practician / Horardwayem Conditions in Adults) and good progress made tawards the production of a further seven models in Guarter 3. The Vhink Singro Quart service in the production of a further seven models in Guarter 3. The Vhink Singro Quart service in the production of the full quarter (Singroups at the seven transfer in the production in Adults) and good progress made tawards the production of a further seven models in Guarter 3. The Vhink Singro Quart service in the production of the full quarter (Singroups at the seven transfer T). The Horito Singroups and Eduarter in the product are accessible to GRM is in Sciences for excitation at Quarter 2. Jan de 54 follows are: professionals. Memogenese and Menstrual Health models - Menstrual Health was published in Quarter and a tori drogress marker fullows. A service of 280 October.	Green	Green	Cincul version of A. Day the EU et al Bury General Practice' websiter areas for 2024-25 hs 951 despits registered data. Simulation basel learning resistors for First Soft Nate continued during Quarter 3 with three counse delivered. Palliable & Ed of 1 <i>LFC</i> 2/re, Joint Editors and Herring (1952) modules published In Quarter 2 due to some minor delay in poduction, Noveen Learning (1952) modules published In Quarter 2 due to some minor delay in poduction, Noveen Learning (1952) modules published In Quarter 2 due to some minor delay in poduction, Noveen 2,256 active members as of end Quarter 3. Mestrual Health module for all healthcare professionals was formally kunched in October 2024 and a total of 1 learners have completed the module to date with a further 332 currently in progress. A significant amount of work has been delavered in relation to the development of Mestrual Health module for all healthcare professionals was formally kunched in October 2024 and a total of 1 learners have completed the module to date with a further 332 currently in a toldword with which to due to be family hunched in 6 March 2025 (Quarter 4) in Oldword with which 1034 total download on the March 2034 (Quarter 4) The Whole Story doctast series, which hunched in May 2024, Nas now released four episodes in stual. There have been due homany Crea advectors - 10 Quarter 3, a comulative total of 116 GPNs have completed a module, and 122 other professionals.	
1. Primary 4538 Medical and Community Care	I Elacation, training & workforce development	Lead and deliver electrator, training and CPG arous health & oodal care workforce	SRP116 - TBC	Delivery of Continuing Professional Development (CPD) CPD Connect educational activities for General Practice to improve patient care in NeS Southand.	25 based on henring needs of General Practice (multisoliginary team) MOT, face to face, online and dearming. PISGL module development: Planning of simulation-based learning programme.	Salpete fonding, begin review of impact of resources for General Practice Nurses (GPN). Development and ongoing upport for eleming resources, Part, Benning A, Day in the Life of a Nury General Practice webinar series.	eleaning resources. Delivery of regressiones development. Delivery of module development. Delivery of A par inte Life of a balan General Practice websiter sories.	activites to General Practice and embed new skills based symamme. Review of impact of learning of GPNs will be completed subject for families, Delivery of A Day in the Life of a Bung General Practice webnixer series.	<u>Green</u>	The 2024/25 SG funding award for General Practice Nurses (PM) (CP and First GP CP to is still to be formally agreed as the end of 2024/25 Cautter 1. "Non-diractical -A Days in the Life A alway General Practice" 20 webber pilot verine has stand with 10 delapties registered exceeding registering Fourn, Planning underway for the diractical webbar verine with will commonse in Autom 2024. Two simulation-based learning seasons for GP had have 2024 web 11 delapties. Mydgle complexity published May 2024 and good progress made teased completing two observations in the cent month, which a Subtra 10 to weaking and good member and an advance of the standard seasons and the Subtra 2014 web complex signs of produces and Burrout. "There have been 2019 total based based for the posicion and 36 followers. MS GP facebook gaps his 372 emethes are MS GPN age than 1000 emethers. The GPN team have a vanish of General models. ascessible to DPN is Schular al sub a valier Throw produces addiment - in Quarter 1, 180 GPAs to base completed a module, and 7 other professional.	5	The 2014/25 S5 funding award for General Practice Nume (CPM) (CP) and Ferst S6 (CP O) is complete, Number A and a set of the NL 24 delegation registered, for exceeding required figures complete, Number A and the NL 24 delegation registered, for exceeding required figures (NL 25 - NL 25	Green	Green	Chical version of % Day whe Like of a Baxy General Practice' websiter steries for 2014-25 hes 533 despits registered data. Smallacho-based learning scissions for 1655 GPs have continued during Charter 3 with there course selvenee', Pallanke & Koto f Like Care, Jost Hingstoins and Learning PSGC) models published in Cauter 3 Ales too me Innovation. Nowever writing and development is engogen with three planned for publication in Quarter 4. PBGC has 2.756 active members as of end Quarter 3. Meestmain Health module for all hankharus professionals was formally kunched in Cather 2014. To 2.756 active members have completed to the formally humched in Cather 2014 and a total of 31 sames have completed to the formally humched in Cather 2014 and a total of 31 sames have completed to the Small humched in the 393 currently in progress. A significant amount of work has been delivered in relation to the development of through the second	er.
1. Primary 4539 Medical and Community Care 4540 Medical 1. Primary 4540 Medical Community Care 4540 Medical	al Education, training & workforce development al Education, training & workforce development	People Lead and deliver ducation, training and CPD across health & social care workforce eleople Lead and deliver education, training and CPD across health & social care workforce	SKP110 – %age of workforce accessing learning products SKP110 – %age of workforce accessing learning products	Delivery of training and learning materials for Continuing Professional Development (CPD) of General Practice Nurses. Delivery of training and learning materials for Continuing Professional Development (CPD) of Practice Managers	Progression of Cohort 2 and full review of Cohort 1 and lessons implemented Deliver Practice Managers conference and continue to deliver Cohort 19 of PMVIS.	Likely implementation of Cohort 3 Continue to deliver Cohort 19 of PMIVTS	Delivery of Cohort 3. Continue to deliver Cohort 19 of PMVTS	Deliver General practice Nurse education pathway to at least 80 learners over 2 cohorts. Preparation for Cohort 4 Deliver the Practice Managers Vocational Training Scheme (Cohort 19) to 22 learners.	Green	Discussion segaing with Scattha Government in relation to future funding for the General Pacial Names (EPA) Education Pathway Hendree Hen has been delay in advertising the next obtar. Cafet 21 seel underway with 3k learners just over halfway through. Cambuded to MSC Conference is April 2024. 22 learners currently going through Cachot 19 of the MSP Pacial Kamageny Vocasional Taraing Memory PMOS (Buschission coppong with Scattha Government in netation to the next) of Cachot 10 of the HAVI's and Network is there may be a delay in Quarter 2 to advertising the next cachot unless the situation is resolved by the end of July 2024.	Green	Slight delay due to waiting on confirmation of funding for Colord 1, however this has now been advertised ingriguing visualized are commonstrain is depending rate, there applications than expected received, possibly due to the delay in advertising an nunses may have sought education burdenies due to simulation cloud with advertising an nunses may have sought education burdenies due to simulation cloud and advect and the source label Colord 2014. 20 Jacomes currently graph though Colord 13 of the KIS hearism Alwages Viscotrational Training Scheme (PMVTS) when received funding approved during 2014/2015 Jacomes 2014 2015/2015 for the PMVTS and Network so there may be a delay to advertising the next cohort.	Green	Green	Cahor 2 completed in December 2024, with marking and final evaluations being completed in Vol 2/25 Guarter 4 Cahor 3 commerciced Orable 2024 and in on track. Cahor 4 has been confirmed to pragress to planning stages with a view to commercing in the Spring 2025 (2022- 5). National Conformation parts is carrely volvand due to resignation in Ceenther 2024, so this may Cahor 13 of the Practice Managery Stociational Training Schemer (PMVT) continues with 22 temest in Pairs in due to comprise in Volvandian Training Schemer (PMVT) continues with 22 temest in relations to the receipt of ongoing funding and delivery model for 2025/26 hence a delay to advertising the next cohort.	

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SG Recover Driver	2024/25 ADP Deliverable Number	Directorate	Medium-Term Priority	NES Strategic Theme	NES Strategic Theme Detail	NES KPI Reference	2014/25 Deliverable Summary Brief summary of the deliverable, outlining the intended action and what this will achieve in 2024/25.	Q1 Milestones What you intend to have achieved by Q1	Q2 Milestones What you intend to have achieved by Q2	Q3 Milestones What you intend to have achieved by Q3	Q4 Milestones What you intend to have achieved by Q4	Q1 RAG Status	Progress in Q1	Q2 RAG Status	Progress in Q2
2. Urgent an Unscheduled Care	4542	Medical	Education, training & workforce development	•	Lead and deliver education, training and CPD across health & social care workforce	SKP116 – TBC	Dothew of discust Julia and annutation training by the NES Global Stalls Managed Educational Henson (COMN) to improve patient straining and discust annual by papporting accession to high papity, marking professional Julia training and clinical simulation across all geographical areas of Scotland (via the Mobile Skills Unit).	Deliver 13 memote and near low-sec- provide 30 spaces for usualized skills provide 30 spaces for 12 analysis based enhancement to 21 analysis based enhancement training counter. Wait by MSU to 8 venues training with 400 participants	Define 12 Remote and pradicorneo. and provide an exaction even for a regeometer, provide an exaction of the regeometer, provide 10 spaces for samplical Akils training and support 12 simulation based evacuations training courses. Volt by MSU to 5 venues training with 300 participants. Update and evaluation of an existing online resonuce	before 13 emotes and runal converts proved a 20 gases for surgical sites training and support 33 simulation based educational training counters. Wait by MKU to 3 wenness training with 10 G participant education of a drined side, collect learning resources	Deliver childrauf aktils and unmutation training: 70 emmet knut counters i online emergency care programmes, surgical aktils for 155 emerse; and 50 simulation based extraction and the second extraction of an existing online resource. Deliver of a faculty development course on the MSU, one at a R&R venue.	Green	Is partnershop with BACG Solitolia (British Association for immediate Card, defined 18 Jayos for per-hospital memory one training for method and rull participations and provided 18 Jayoses for surgical situations. Supported the delivery of 36 simulation based eductional training consta- t Meholis Saliti, Using (Micro) and Saliti	Green	perturbing with BAGS statuted (Binsh Association for trainediac Card, deviced 18 Gyr, p per hospital merging care training for mote and run's pacifications and, in patronarily with Dunder institute for Healthcare Simulation, provided 24 spaces for rungical alkit training. Spapertic devices of 21 statutes and 2 mices
8. Workforce	4543	Medical	Education, training & workforce development	e	Lead and deliver education, training and CPD across health & social care workforce	SKPI16 – TBC	Support expansion of the clivical Link. Indexhips Mith and capacity of EAS decision and dentities by delivering a ASS (Secisical). Accounts Speciality Doctors) Development Programme to peers across all pertinent NHS Sociand (NHSS) Health Boards.		Run second SAS Programme Board meeting to assign funding for development activity. Facilitate approximately 2 regional educational events and 3 national courses/ workshops over this period. Launch a training needs analysis survey of the SAS workforce needs in Scotland.	Run third SAS Programme Board meeting to assign funding for development activity, Facilitate approximately 2 regional educational events and 3 national course/ workshops over this period, as well as one National Conference for SAS.	Run fourth and final SAS Programme Board meeting to assign funding for development activity. Facilitate approximately 3 regional educational events and 4 national coursely workshops over this period.	Green	The Quart 1545 (Speciality, Associate and Speciality Decision) Programme Band meeting and Net In May 2024, and considered hespite applications to support the thresher development of Si- Sociated. Three national course, / workshops and four local SAS wents were held during Quarter 1, slightly ahead of planned schedule.	Amber	The Gametra 2545 (Epociality: Associate and Specialty Docards) Programme Based meeting as table as August 2023, and condender bacycle paralicitations to support the funder dovelapment of 555 in Scattand. A further two national courses, reachshapes were held during Gametr 2. Local events are a planning stages are about 246 and scatt blow den of the year. The Training Needs survey is currently being finalised for launch during. Quarter 3.
8. Workforce	4544	Medical	Education, training & workforce		Deliver national leadership and QI programmes	SKPI10 – %age of workforce accessing learning products	Delivery of entry-level leadership and management training for postgraduate medical and dental trainees and doctors and dentists in non-training grades.	9 x trainee LaMP and 2 x non-trainee LaMP	7 x trainee LaMP and 1 x non-trainee LaMP	9x trainee LaMP and 1 x non-trainee LaMP	9 x trainee LaMP and 2 x non-trainee LaMP	Amber	During 2024/25 Quarter 1 we have delivered eight trainee Leadership and Management (LaMP) courses and 2 non-trainee LaMP courses. Course delivery has been limited by faculty availability however a new member of faculty has been recruited to at the end of Quarter 1 and other new	Amber	During Quarter 2 we have delivered six trainee Leadership and Management (LaMP) courses and three non-trainee courses. Faculty numbers and availability remains an issue and has limited our capacity to deliver this training. During Quarter 2, we delivered two additional non-trainee courses
8. Workforce	4545	Medical	development Education, training & workforce development	e C S		SKPI10 – %age of workforce accessing learning products SKPI16 – TBC	Improve the retention of GPs through cancer advice, induction and returner programmes by enabling UE trained GPs to return to the workforce following a cancer break and GPs trained overseas to join the GP workforce.	7 current GPs with 6 more joining the GP Returner and Enhanced Induction scheme in April 24	Supervisor reports and assessments will be electronic using the Fourteen Fish e portfolio. In addition to Q1, deliver x2 New	7 more preparing to join the returner scheme and 4 further enquiries- these should hopefully be incorporated within the plans.	An e-portfolio was commissioned from 14Fish in 2023 and a pilot version is currently in sac. This requires come further development to improve the vasar friendiness in this for both those on the Returner and E schemes and the Educational Supervisors supporting them. We will work with 14Fish to develop some resources to support this.	Amber	members of builty are new starting to define courses for MS. During Quarter 1, say have reserved 14 and/say list for the CP returner scheme of which 8 are sligble to be appointed. We are still analong confirmation from Sonthik Government for approach Mondag to support the work of this defineshed adving 2014/25. During Quarter 1, s4 New Agaratives and s4 Reference Agarative courses have been defineed along	Green	a demand for this course is high. Including task now been sourced from Account and Acco
8. Workforce	4540	neoicai	Education, training & workforce development		Lead and between a constraining and CPD across health & coolaid care workforce		Trauer all doctors working in 500mld continue to have access to a autonal single approach to Medical Appointal man Revaliation by entrouson provision for Medical Appointal and generations. SAGA Scholm Appoint Resource) and appropriate user support, and any associated quality assurance activities in line with General Medical Counci (GMC) standards.	Refreshers scheduled and review feedback; initiate MARQA review processes.	Appraisers and x5 Refresher courses and x2 workshops scheduled, plus the	ni nan gynni u La And Ly, 2 Mer San San Mer San San San San San San San San San Mer San	16. 7	unen	Using Guint 2, six level applicate into its intercher Applicater counts dave been deviced a lang with a half-off provide observation of the second approximation of the second approximation of the second and a new Clinical text is appointed.	Green	Unding Quarter 2 de souvertes 12. Vere approach sind is averabler approach control, as ven a to eventionent, filment exclusion prioritis frequency have been exclusion prioritis minimum and approximates. There exclusion prioritis frequency have been exclusion prioritis frequency approximates. There exists and and the opposite and frainens strange(Group). Planning for a scaled back conference this year, currently exploring potential diverse. Medical Appraial & Revailation Quality Assurance (MARQA) review took place during Quarter 2. We are currently drafting the report with a view to presenting it to a national stateholders group and publishing in to quarter 3. Scattsh Government funded SDAR (Scattsh Online Appraisal Resource) Appraises development is extending the final stages, aiming to go live in Quarter 3.
6. Health Inequalities and Population Health	4547	Medical	Education, training & workforce development	r	Develop education, training and tools to support delivery of realistic medicine and value based health and care	SRP11-Yage learners reporting that Learning will improve practice	Enhance health and social care professionalit preparedness for effective communication and practice aligned to death, dying and bereavement care through the delivery of training and learning materials.	Extend the Band BA secondment to lead on newly commissioned Sotthik Government (SG) work will March 2025. Scopping of new SG commissions on the development of berearment and guarterly webinar programme throughout the year. Host quarterly national meetings of Berearement Lado Network throughout the year. Create minis -kearning modules to support saff with the dash of a Spapert saff with the dash of a FAQ essure for non medical staff me dash certifications.	E Life Care Framework to develop a package of national e-learning	programme of work plus host annual bereavement conference. Present at national COPMeD meeting for support and wellbeing unit leads. Launch new	Launch SG commissioned work. Launch new death certification modules.	Green	The Band SA accordence extension will no longer be required as the staff members has resigned. Therefore, it alivities: Case has been submitted to upgrade the current Band 7 post to a Sand BA (0.75WT[1]) instad. A meeting has been scheduled with MS HB review the other posts in the tam. The Benexement Leads film was launched to high acclum. We hosted a webine with the Dath Certification Review schere (DDKB) ap and to up organize grammers. We as completing the development of 5 mini e-module around the dath of a colleague / Dereasement in the work/ MS PASS and the schere schere and the schere schere schere the schere schere (MS PASS FASS Hostens from om discust affer all launch in hum 2024. We have recreated a new commission from Scattish Government to develop two animations to support are confitions work. This is in the initial scoping stage and is due to complete by March 2025.	Green	One revised / new dash certification e-module is almost completed and the other has started to be determined with represents. The new Social Robornment e-modules is 'beravement basic' are underway. The fatal accident inputy Guidance is having find design updates and is alming to built on the Nomenie SQL Father to the update provided a Claustin 1. The procurement process has been completed for the st of Race Conflicton ensources which will result in the publication of the new 440 laters. Registration has a started by the Race Descenter of the started result of the started results and the new 440 laters. Registration has just opened for the started Results and a colleague / benevement in the unclaustic enclosed for the started Result with the post parameters' update and the new factor of the termined the termined that a colleague / benevement in the completely and table have been hundred. With the post parameters' update galantication started the started administrative support analable.
8. Workforce	4548	Medical	Education, training & workforce development	People S v	workforce to be trauma	SRP110 Kage of workforce accessing learning products	Development and delivery of education and training for Approved Medical Practitioners (AMPs).	This will be a rolling programme of course with 1 Initial training course delivered per mount and 18 AMP Update training courses	Initial AMP training courses with 1 course delivered per month. Four AMI	There will be a rolling programme of initial AMP training courses with 1 course different promoti. These and the second second second second second in this Quarter with additional course provided should there be demand.	Initial AMP training courses with 1 course delivered per month. Three AMP Update courses will be delivered in	Green	Approved Medical Practitioners (JAMP) Update training needs to be completed by Psychiatritis on a 5 yearh biasi. To try and avoid a sudden increase in demand for course in 2028 (Based on those completing lupdate training in 2013) or the starter lengaged with the based administration make available AMP courses and (JO23) to liscuin inspact to service deliver. The update of course in 2023 coursed or vegatoticans and this has real-administration and/analysis and the service of the service delivery. The update of delivery of AMP lupdate training delivery is on track with one course delivered as planeed administration and the last resulted in a reduced demand for the delivery of AUP lupdate training in 2024/25. During 2024/25 CSI, AMP lupdate training delivery is on track with one course delivered as planeed administration and completing the 5 yearly training requirement alhead of times. In decarsed or AMP practice and completing the 5 yearly training requirement alhead of times. In decarsed to a AMP paractive and completing the 5 yearly training requirement alhead of times. In decarsed to a AMP paractive and completing the 5 yearly training requirement alhead of times. In decarsed to a the three changes to course demand, it has been agreed that the remaining 2024/25 milestones should be amended. The amended milestones are shown within this document.	Green	Initial Approved Medical Practitioners (AMP) training delivery continues as planned with one course delivered each month. As per the Quarter 1 update, the planned reduction of the delivery of AMP and the same planned of the deliver and with some course delivers of a month of the training of the delivery of the base delivered in the Quarter (total for the per 1 27) with four courses offend but cancelled.
8. Workforce	4549	Medical	Education, training & workforce development	People S v	Support wider workforce to be trauma informed	SKP111 – Kage learners reporting that learning will improve practice	Deheny of specific role development training for Sexual Offerces Examiners (SOE) and nurses working in forensic medical services in Sociand.	Recruitment of IPA of Associate Postgraduate Dam. Agreeing deliverables with Scottah Government.	Induction of APGD. Planning for cours delivery and conference. Lission with Southah Government regarding Training Needs Analysis.	e Delivery of Essentials' course for Doctors and Nurses.	Conference planning and delivery. Possible 2 cohort of "Essentials".	Green	A performant condition has been identified for the woard Associate Protopolate Deep opti- Deformable has been program with Stathford Comment during up 2024 with a view to funding allocation being made in July 2024. Further information will be provided at Quarter 2.	Green	New Associate Photpachate Does commerced Auget 2020 and is currently here judicide. Harving underway king Quarter 2 of the Aboom Statestild Crass scheduled for the end of October 2020, however low spaties as course visibility is being assessed. Nurses "Essential" course planning in Quarter 2 for delivery in November 2024, with nine delegates approved. Quarter 2 has also seen planning for the Annual Upder Conternet as the delegates approved. Quarter 2 has also seen planning for the Annual Upder Conternet as the delegates and the Aboom State and Aboom Ab
6. Health Inequalities and Population Health	4553	Medical	National Centre for Remote & Rural	f	remote & rural centre for health & social care		Targeta zoros four Reorultment and Retention pillara and Supporting Structures for Remote and Rural Primary Care and Communy wireles: Reorultment & Retention / Leadenship & Good Practice / Research & Evaluation / Education & Training.	/Education & Training and Supporting structures.	/Education & Training and Supporting structures.	Delier (3) projects across R&R recruitmers & Retention/research & evaluation/Leadership & Good Practice /Education & Training and Supporting structures.	/Education & Training and Supporting structures.	Green	All targets access four pilles of Mitcheol Centre for Remote and Rural Health and Social Care are on track and within bulks. JS projects are unaway. New stabilished responsement environment resultment and retention up and running and subject expert input has been provided to the Social Government Remote and Rural Resources and Rural Staty 2023 development. DH Advisory Group and the Scottah Andulance Service (SAS) Advisory Group. Knowledge enchange partnership workholes in July 2034 devia Michaikens Schwice (SAS) Advisory Group. Knowledge enchange improvement Scotland (Ho), Further 11 Rural Advanced Practice Microphene Knowled for colors 2.	Green	Wels range of stateholder engagement completed and none planned for Quarter 3. New staffing incruised during starts 2 and are being inducted. Two Rund credential team members have been aligned within the National Cambre for Remered and Nual Health and Social Cart team. Sin projects active across tory priority workstreams detailed within the 2024/25 delivery (RAR) programmers and the second team of rund scoolary care hences and Auxil (RAR) prover until September 2025. This has been highlighted to the NESE foreution Team for consideration is relation to the development of business case for Phase 2.
8. Workforce		Medical	Education, training & workforce development	e	education, training and	SKP110 – %age of workforce accessing learning products	Delivery of Patient Safety Education for the health and social care workforce including research, development and evaluation.	Brilliant Basics Teaching Pack for NES/HSC educators	Updating of a revamped NES Human Factors Online Hub	Development and introduction of an improvised curriculum for safety learning reviewers in HSC	Evaluation of previous TBQR (team Based Quality Review) work activity; Update national TBQR guidance to incorporate Human Factors theory and practice; Development of a generic e- learning TBQR storyboard for HSC; Creation of a dedicated TBQR online presence	Green	<ol> <li>Billish Basis stacking pask- first dark near completion, 2 Updating of Human Factors Online IVB with the edited pain a theraing resources has commonice, 3. Dotti Improvised curviculum is developed with NHS Forth Valley boding to test from Spettember 2024 and other Boards also considering. 4. Team Based Quality Selvices (DEQR): availing continuation from Scattshi Government in relation to the continuation of funding for TBQR Clinical Lead.</li> </ol>	Green	1. Brilliam Basics teaching pack thening 'road tested' at national Human Factors meeting on 35 Codebar 2014. 2: Online Huke networkspeers along monotify, with interimg materials being maligned with the NHS Consultage and Sillis (ISG) Framework, similar to other NHS professional propus. 3: Frict dark of 16 Femilia Actional Veriews (TROR) good acutice gaide is complete and has been circulated for feedback, TBOR evaluation report (2021: 34) completed. TBOR online taught courses (design of control underway), Boltage Acutation target of declatest TBOR Reliam Hub underway, TBOR e- learning storyboard completed and technical build of module underway.
8. Workforce		Medical	Research in Educational Innovation	, r a	research, development and innovation	SRPID-Yage of workforce accessing learning products	Development, delivery and evaluation of a hybrid educational programme for organizational safety investigators and learning reviewers across Nealth Boards / Scottish Social Services Council (SSSC).	Development of enhanced SEA training programme: complete design of Quality Improvement: Activity (QIA) resources for Ge trainin, Sealibity testing of Ge workload analysis tool; complete 2 Acute Kidney Injury (AKI) spitem thinking workshops.	resource; analyse AKI qualitative data to refine and delivery of further AKI system thinking workshop.	pilet of GP worklaad analysis tool. Delivery of further AKI system thinking workshop	members completing Quality Improvement Activities as part of GP specially training and for appraisal; Design, text and evaluate a Workload Analysis method for GP traines and GP team members; and analyse data and design workshops using systems thinking methods	Amber	Quality improvement training workshops delivered as planned during Quarter 1 and evaluated potothey, 452 (Honores Significant (Guardi) (Seet Analysis) training programme delivered for 51 and 52.0 and 5	Green	Agreement that workload analysis tool is not a priority and therefore should not be part of the milestones. Other appets of milestone delivered as planned.
8. Workforce 8. Workforce		Medical	Education, training & workforce development Education,	e C S People L	education, training and CPD across health & social care workforce Lead and deliver	reporting that learning will improve practice SKPI11 – %age learners	recognised postgraduate medical trainers. Lead, develop, evaluate and review medical simulation programmes for: Core Surgical Training (CST)	This will be a rolling programme of courses delivered across the country dependent of faculty availability with at least 12 Trainer Workshops (TWs) 3 entry-level training courses for GP and S CPD courses for trainers Delivery skills and simulation training to	delivery with at least 22 TWs, 6 GP TEG and 12 CPD courses delivered	at least 32 TWs and 9 GP entry-level training courses and 20 CPD courses for trainers     Delivery skills and simulation training	Deliver medical simulation programmes	Green	During Quarter 1, we delivered three entry-lovel GP TECs (Trainers Entry Course), 14 Trainer Workshops and fwe CPO courses for trainers.	Green	During Quarter 2, we have delivered 13 Trainer Workshops, G-P TEC (Trainers Instruct Council) counces and edge (Council and Predictional Deliveryment (CP)) counces for trainers. Area (OF Council and Council as a multiple of ether fraulty issues or load of booldings council for trainers area offende but caracteristical as a multiple of ether fraulty issues or load of booldings council and the Council and the Council and the Council and the Council and the Council and the Council and the Cou
			training & workforce development	0	education, training and CPD across health & social care workforce	reporting that learning will improve practice	Internal Medicine Training (MT), kigher Specialty Training (BST), Core Psychiatry, Intensive Care Medicine (DM), Anærsteinet, Acute Care Common Stem (ECC), Emergency Medicine, Diagnostics, Orthopsedics, Opthamology and Vascular to provide the highest quality of care.	approx.100 CST trainees (CT 1 and CT2 according to the CST strategy; a minimum of 40 IMT 3 trainees; up to 12 CT1 Core Psych trainees	CT2) according to the CST strategy; a	CT2) a minimum of 105 IMT 1 and IMT 2 trainees; up to 18 HST trainees	for: 13 medical specialities (CST; IMT; HST, KM, ACCS, EM, Anaesthetics, Diagnostics, Ophthamology, Trauma and Orthopadeics, Vascular and Core Psychiatry) to provide the highest quality of care.		Optimology, Vacular and Tauma & Orthopedicij: to B0 trainees, three BHT courses to 46 times; 2 mentil babit courses for seven times and in ACID Materbiais, Interduce Care & Emergency Medicine], nine course for 75 trainees. In total, 208 training spaces for medical simulation.		covering two specializes (Gzwc Optimunology; ) to 70 trainers; from TM Course to 64 traineer; Om mental health Course; for the trainers, and Incologing bootscame point (Ausenthesia, Interestive Care & Emergency Medicine); two courses for 32 trainees. In total, 246 training spaces for medical simulation.

	Projected Q3 status	Q3 RAG Status	Progress in Q3	Projected Q4 (2024/25 Year- End) status
lays of vith ipported ir trained where tion, raining g they nas been launch,	Green	Green	In partnerships with BACK Sociated (pitrish Association for Immediate Care), determed 18 days of per-bopial emergency care training for mere and rul pit particiones. Supported the determ of 13 simulation based educational training causes at SSGP (Exotish Centre for Simulation and Carean Human Acarean), MR F Crish Valley. After a review of funding for surgical kills, the NES Medical Directorate Apes Group made a decision not continue with fundacously training therefore three were no surgical kills training spaces during Quarter 3. The Mable Salls (bit (MSQ)) whiting one winnus and training more perspice-during Quarter 3 k visited seven wrunes and training up to 1500 participants. Delevery of faculty development and other minutation courses for 460 optimentity and association are training were visited seven wrunes and training up 18329. Articipants are served to take to lake of a multibulation course for each participants. Delevery of faculty development and other and training the server the number of the server the number of the lake and the induded training by Medication Administration monores in many to 354, In total, 373 pergious data numerersary. If My Medication Administraton monores in many to 354, In total, 373 pergious data numerersary.	Green
ras held ISAS in its are is	Amber	Amber	During Quarter 3 the SAC Speciality, Auscustane and Speciality Oction 1 Programmer Broart met as blanned to conside the propike angulations for the ward of development funding for SAC, which will improve patient care. During Quarter 3 we delivered two national training course (remaining slight) behind schedule, while we awald the required funding to bas proved to deliver more courses.] Auding for the remaining quota of national courses has now been continued and these more delivered to the strength strength schedule to be the strength of the strength of the strength of the strength schedule of the strength schedule to the strength schedule of the schedule of hashing for the strength schedule to the schedule of the schedule of the schedule schedule of the automation. The schedule of the schedule schedule of the schedule of the amended to mirror the national traines survey, which is currently undergoing approval before being being schedule.	Green
and dour ourses ng of all three on the in the opraisal]	Amber Green	Green	During Quarter 3 are have delivered eight trainer testering and Management (LMMP) pourse and the non-stainer excepts line of which was different face to had; Two Further courses have had the non-stainer excepts line of which was different face to had 5 finds of Differe and the set line states on Historic trainers and set for set of Different and the set line states on Historic trainers and set for set of Different and There are currently eight doctors on the CP numer scheme, one having pioned in Quarter 3. We have three further doctors to pion at the start of January 2005 and two positive enquires which is in line with projections.	Green
l as x2 orate ed back rter 2. roup nent is	Green	Green	During Quarter 3 we delivered sS New Appraiser and s3 Refresher Appraiser course, as well as s1 workshop. Renultment of Clinical Lead is on hold and to be revisited in 2025/26. A scaled back Nalf day conference for this year has been scheduled for the alternoon of 3 Rehuma 7025 (Quarter 4). There was not sufficient christs from on group of appaliater course tutors this year so we have opted not to recruit in Quarter 4 as per previous year. The Medical Appraisal & Revalidation Quality Assurance (MARQA) report was presented to the national stakeholders group and published in Normeiter on curvestude: https://www.apprixial.nes.scr.htm.ku/our work/marge-spectrit/2023/2024-refew/ Statish Government (and GDA) (Statish Normeiter Con unreleader). Statish Conservation (and GDA) (Statish Normeiter Con unreleader). Statish Conservation (and GDA) (Statish Normeiter Con unreleader). Statish conservation (and GDA) (Statish Normeiter) (and unreleader and the dediverse of the statistical statistical scheduler and the dediverse of the statistical scheduler. Takes are opgrade add Medical Associate Professionals (MAR), users to SDAR- this is waiting for the conclusion of the SDAR development work to avoid confusions for suers whilt we make the system wide changes.	Green
ed to be ics' are to coess ion of casts h more the e aport	Green	Green	1.000 adaption states do the KIS answal Browsenetter Conference. New one pochastis lawrader MAT 200 download in the Mithian L 4 searing models in owe with whith the NIS Technology Enhanced Learning (TEL) team for testing and is due to lourch late January 2025.	Green
course fAMP to a r the	Green	Green	Doring QD and deferrer of AMB front Training has continued as phone with the outwork bring deferred and 1 Update training course about each the next course that the Baout requirement. Eleven Update courses were offered but 8 cancelled due to low bookings	Green
l d of r March it and or this	Green	Green	Docton' Essential' course scheduled for the end of October 2024 had to be postported due to low designst. However this has now been reacheduled for rain/february 2025 with float confirmed designst. Names: Essential' course rain in November 2024, with a total of 11 delegates completing. Quarter law also sees significant planning for the hybrid Annual Opdate Conference scheduled for March 2026, with the NSI Swents Team supporting delivery. The programme and speakers were finaled to Guarter 3, and noted interest reveels than appointing VD deligates. Registration will go live in January 2023. Will Sala on tet with Sociatish Government and Queen Margaret University in December 2024 to continue discussions around the national Training Framework and opportunities for collaboration being englond.	Green
cial Care ry plan IR) primary ration	Green	Amber	Spatificant programs in delawary down of the 3g orgination scores the four Valence director for lamons and Runk Valence of Law and State	Green
S nal e and e taught e-	Green	Green	Duarters 1 and 2 deliverables are other completed or new completion. Additionally, the pilot human factors online outros are being delivered in humany 2025 to Standard's (I domundity and the MCM/MCS particular burnal after and standards control and pilot deliverables). There are also also also also also also also also	Green
he	Green	Green	Sortish Generment pickes and strategic analytics. Section Generment pickes and analysis tools in sort priority and therefore should not be part of the milestone (Quarter 4 deliverable milestone to be amended in advance of Q4 window). Other aspects of milestone delivered as planned.	Green
) Dookings. ed for mally un	Green	Amber	In Quarter 3 we have delivered 31 Trainer Workshops, 10 OF TIC (Trainers forty Course) courses and 24 Continuing Professional Development (PO) courses for trainers. Two PO courses were carefulded due to be booking; OV AMIC (Advanced Medical Educators Course) course remains papacet, within a course bing delivered in this financial year. In relation to the delivery of surgical training courses during Quarter 3, 11 courses were no covering	Amber
un 15; one 14 46			In neuropacities (theory of Largood Jonn; 16, Sold in Same) (Sulf et al. 11, Source were from Carry services and the services of the protocol services of the	

SG Recovery ADP Driver Deliveral Numbe	Directorate	Medium-Term Priority	NES Strategic Theme	NES Strategic Theme Detail	NES KPI Reference	2024/25 Deliverable Summary Brief summary of the deliverable, outlining the intended action and what this will achieve in 2024/25.	Q1 Milestones What you intend to have achieved by Q1	Q2 Milestones What you intend to have achieved by Q2	Q3 Milestones What you intend to have achieved by Q3	Q4 Milestones 7 What you intend to have achieved by Q4	Q1 RAG Status	Progress in Q1	Q2 RAG Status	Progress in Q2	Projected Q3 status	Q3 RAG Status	Progress in Q3	Projected Q4 (2024/25 Year- End) status
9. Digital 4435 Services Innovation Adoption	NHSSA, I Learning & e Innovation s	Internal I efficiency, sustainability & affordability	Partnerships	Deliver health care research, development and innovation	SKP110 – Mage of workforce accessing learning products	Continue to design, develop and enable effective use of digital learning and soundege resources / products. Through TLMAS Learn, national digital learning. The tookledge thermosk and other releases all patientss. Support delivery of evidence-based health and social care and high-quality education, through supporting research and learning needs.	to collect data on what users value. Review usage data for trends in use an ROL Confirm scope and timelines of Once For Scotland Statutory and Mandatory	Tender and invite suppliers to bid. d Contact Scottish Government to	and Mandatory eLearning modules an Turas Learn site.	Review tander biol, analyse costs and conducte particularing decisions. Contracts agreed and in place with Y uppliens. Arrange calls with suppliers do benetice calls with suppliers calls and pervices and share with stakeholders. Updating content on digital library services. India sea to continue funding for Liblery. Statutory and Mandatory modules.	Amber	Budget has not been confirmed for the next tender of the digital library-resources. Scowledge devices staff are working in partenchysing has NS Security-Face (1) Colleagues to agree what resources should be included in the tender and have statest work on the Instatuons to Tender appennexh. A impact sumprobiling at the digital library-resources was pragmed and of included. Data was analyzed for tends in use and Retram on Investment (ROI). This has been presented to He KIS IT and library collocations to the most of the tender. Once for Scattand Statutory and Mandatory elearning module development: awaiting decision from NWS Scattand Human Resources Directory group (HBDI) - develoed to national Protected anning Time group-oal-agreed topic libra, vestors of entiting modules to be used / adapted and requirements, for new modules.	Amber	Isonedleg's Services staff continue to each in partnership with MIS Executive Team [T] colleagues on the next tender the digital library records: Institution to tender have been isoaid and evaluated. Initial costs have been received and preferred suppliers from the compatible tenders institution and the present of the proposite gifferent projections and the ener network of the medicine information ensures, this will late pair an early cateral 3. Once for Scotland Statutory and Mandatory elearning module development: initial exploratory work completed, to confirm where existing learning tensores on to TUBAS Learn. Commission agened from KRS confirm American Provide International and the provide tensor on the tensor of the tensor agened module list and requirements for module development / adaptation.	Amber	Green	The budget for the tender of the digital library resources was approved by the NLS fance-ture Team Award tetters and contrast are being programed to send to supplex. Jonary - December contracts have been prioritized and the NLS found-tidge Services taken have raised purchase orders to process theme tensources. Boossisson with Sociatio Resonment on the budget for the Medicine Information resources have also concluded and an agreed contribution has been provided. Once for Social Statutory and Mandatory elearning module development: law PLS colleagues are members of national Protected Laming Time group workstream, and strudy engaging with workstream leads to share information on modules and support collaboration with learning and development kaids in takes. Stall awarding equimements for new module developments or adaptation of existing modules in order to progress.	e
2. Urgent and 4607 Unscheduled Care	NHSSA, b Learning & A Innovation	NHS Scotland I Academy	Partnerships	Develop & deliver accelerated training through NHS Scotland Academy	SKP110 – Mage of workforce accessing learning products	Perospective Workforce Rengement The flow programme developed in 2022/21/24 will nur with two cohorts each in 2024/25: Foundations in Perioperative Practice Programme: 2 cohorts (concurrent with PAP) of 8-12 learners (registered forma); Antiparticle period of the second second second second second second second second perioperative experience). Accelerated Anaestel Practitioner 2 cohorts of 8-12 learners (registered Marxes). Assistant Peroperative Practitioner 2 cohorts of 8-12 learners (registered Warxes). Assistant Peroperative Practitioner 2 cohorts (concurrent with PPP) of 8-12 learner (at land 2-3, to more into Jand 4 ridd). The role to explore co-ordination of decontamination training within local settings will report in Q4.	Surgical First Assistant Programme: Cohorts continue. Anaesthetic Practitioner Programme: Cohorts continue. Foundations of Peri Operative Practioner Programme: Cohorts continue. National Assistant Perioperative Practitioner Programme: Cohorts continue.	Surgical First Assistant Programme: Cohorts continue. Anaesthetic Practitioner Programme: Cohorts continue. Foundations of Peri Operative Practine Programme: Cohorts continue. National Assistant Perioperative Practitioner Programme: Cohorts continue.	Surgical First Assistant Programme Cohonts continue. Anassistelic Practilioner Programme: Cohonts continue. Foundations of Peri Operative Practico Programme: Cohonts continue. National Assistant Perioperative Practitioner Programme: Cohonts continue.	Surgical First Assistant Programme: Cohorts continue. Anaesthetic Practitioner Programme: Cohorts continue. Foundations of Peri Operative Practice Programme: Cohorts continue. National Assistant Perioperative Practitioner Programme: Cohorts continue.	Green	Delivered a planned with contraution of advents for the Sorgical First Assistant Programme, the Assesshetic Paratone, the Foundations of Peri Operative Paratice Programme and the National Assistant Perioperative Paratitioner Programme.	Green	Definerer as planned with certituation of cohorts for the Seguel First. Assistant Programme, the Assesthetic Paraditem Perspanne, the Foundation of Perol Greener Paratise Paratise Paragramme and the National Assistant Perioperative Paratise Paratimes Paratise Paratise Paragramme and the National Assistant Perioperative Paratise Paratise Paratise Perioperative started daying Quarter 2. The Foundations of Perol Generative Paratise Peroperative started daying Quarter 2. The Foundations of Perol Generative Paratise Peroperative assistant Peroperative Paratise Paratise Paratise Paratise Peroperative assistant Peroperative Paratise Paratise Paratise Paratise Peroperative and evidence on how often these programmes should run is underway.	Green	Amber	Defended as glameid with continuation of cohors for the Sangical First Assistant Programme, the Asseshtetic Practitioner Programme, the Provide Practice Programme and the National Assistant Perloperative Practitioner Programme. Recruitance has been for the new cohort of the Sangical First Assistant Pergramme has good for the Anseshtetic Practitioner Programme. The Foundations of Prev Operative Practice Programme and the functional Assistant Perlogramme Practice Programme Practice National Assistant Perlogramme Practice Programme has not attracted the numbers planned for and a review on how often these programmes should run is continuing.	Amber
2. Urgent and 4631 Unscheduled Care 8. Workforce 4632	NHSSA, M Learning & A Innovation NHSSA, M Learning & A Innovation	NHS Scotland I Academy NHS Scotland I Academy	Partnerships I	Develop & deliver accelerated training through NHS Scotland Academy Develop & deliver accelerated training through NHS Scotland Academy	SKPI9 – No of times learning products accessed SKPI29 – Number of youn people participating on a school-based pilot pathway	Research and development of programmes NetS Solitan Academy responds to requests from Sotitah Government sponsors and Board partners and is stoping projects to support academist family for groups including dinical engineers, clinical perfusionists and compendia chocardographes. An initiation process is in place for new workstreams and if business cases for these poinces are approved thre will be added into the Annual Delivery Man templater in year. B delivery of NetS Kotland Youth Academy.	of research is complete Continue to work with partners to complete delivery of the Healthcare Pathway Pilot to the first cohort of	of research is complete Commence delivery of Pathway Pilot to second cohort of young people (resource dependent). Recruit and begin work with additional ACT-funded	of research is complete Continue to support delivery of secon cohort, develop and extend regional skills planning to support medical	of research is complete d Support completion of second cohort of	Green	Development of potential new workstreams progressing as capacity allows. Recolliment under way for 6-months Band BA pack to complete Sostibli Government commission to scope an expanded role for NES in co-ordianting apprenticeship provison. Recruitment will be complete by 31 July 2024.	Green	Development of potential new workstreams progressing as capacity allows - currently prioritising catacast immersion training, ear care, and dysfunctional breathing training. Three Solitor Specializat Land posts included to support incrusitment to undergraduate Medicine (Ended sha Medical ACT). Initial traitabilities engagement underway and workparts briefs developed abilito Development and traitabilities engagement underway and workparts briefs developed abilito Development calculation not funding a concord cohor of the Phaney Refs. Instaad, Vouth Academy team supporting based and enginal partners to develop use of similar work-related learning including Froundation Agentifications.	Green	Green	Development of potential new workstreams progressing as capacity allows - currently prioritising cataract immersion training, echocardography and breathing pattern disorder training. Initial workplan for supporting undergraduativ Medicine complete and agreed. Initial deal research complete and actions underway including joint work with Medica School Gourci on an online Resource this to support agricults: We underways to produce guidance for Boards and other partners on the use of Foundation Apprenticeships.	Green
4. Planned 4633 Care	NHISA, P Learning & A Innovation	NHS Scotland I Academy	Partnerships	Develop & deliver accelerated training through NHS Scotland Academy	SIPILO-Hage of workforce accessing learning products	Deliver the <b>National Endoscopy Training Programme (NETP)</b> Further develop elements of the JAG (Junit Advisory Group on GI Endoscopy) accredited training programme for endocial endoscopysis, non-endocial endoscopists and Neath Tea support workers. NMS Sodian's Academy is enhancing disputsic capability and capacity through the KETP programme, particular The programme include signification constraints. This The Sinter Constraints, Endoscopy Near Toxical Sallis (INTS) Training, Bank aliki Course, and an accredited Assistant Endoscopy Inscitional Sallis (INTS) Training, Bank aliki Course, and an accredited Assistant Endoscopy Inscitorio Sotand over the year. More causes are being added as facility become available. The Foundations of Endoscopy Practice programme in Registered Naruss (RINs) will be offered for 2 caberts (12 weeks) and start alongside the 2 Assistant Practitioner cohorts.	resources	Deliver spalling for colonoscopy course, basic Akilo course, spalling in upper Giocourse and Train the Colonoscopy Trainer and Training the Immension Training with New Consultants and Trainese closes to CCC being prioritory with New Consultants and Trainese closes to CCC being prioritory with New Consultants and Trainese closes to CCC being prioritory with New Consultants and Trainese closes to Constitution Deliver (NTS) and CCC being prioritory with New Consultants and Trainese closes to Constitution of the Network Assistant Practitioner Programme (Indoscopy) (Previoundions of Endoscopy) Practice programme for RAYs.	in upper GI courses and Train the Colonoscopy Trainer and Training the Endoscopy Trainer Courses. Deliver Immersion Training with New Consultants and Trainees closest to CCT being prioritised. Deliver FNTS (Endoscopy Non Technical Skills) Training courses.	in upper GI courses and Train the	Green	Deliverd as planned except basic skills courses (these require phase 2 of the training room build to be completed) - other courses that were scheduled to be delivered in NHG Golden Jubilee have been re-located to other women in NHG Social and We contenise to the methods from first endocurpor using teams. We have also continued coheres of the basical ackstate Predictore Pargement [Indexcopy] / the Foundations of Endocurpor Practice programme for Registered Narues.	Green	Delevered as planned except basic skills courses (the first will be in Quarter 3), other courses that were scheduled for to delevered in NHG Golden Jubitee have been relocated to other venues in NHG schand. We continue to nu the schedule focum for endoscopy nursing teams. We have also continued exherts of the NHGMI askstarth Perclinear Pergramme (Indexcept) / Ibe Fondations of Endoscopy Practice programme for Registered Nurses, with a new intake recruited to start in Quarter 3.	Green	Green	Definered as planned with courses and immersion training new delivered in the two endoscopy rooms and training room in the Phase 3 surgical centre at NKS Golden Jublies for contribute to not the extend from for factorogon priving trainant. We have also continued activates of the National Assistant Phospharme (Endoscopy) (the Foundations of Cadoccopy Prictice agreemes for Registermed Narves, with a new intake having started in Quarter 3. We new run one cohort annually.	Green
4. Planned 4634 Care	NHSSA, M Learning & A Innovation	NHS Scotland I Academy	Partnerships	Develop & deliver accelerated training through NHS Scotland Academy Develop & deliver	SKP110 – %age of workforce accessing learning products	National Ultransured Taining Programme. Increase Ultransured Taining Programme. The and Constrainty ININ SE Sostind by supporting Bands to train ultrasomgraphens through a hub and spoke approach and use of dedicated practice descators, in pathemistry with Sostihi Government, Glaspon Caledonia University and Ulversity of Curristin. 10:2025 25 the Matooul Taining Programme will continue with current delivery Joveraging 120:300 US procedures per week through the training Initial and and order immerive experiment ormedicat Tainees. Two contents all unit and 24225 with some the 11 from cohort one returning for specialist training. Demand for training is greater than can be supported at present and a protosities by the needs of theories, their enrolled terms and adations waits.		Deliver immersion training, reduce waiting lists by delivering 120-200 procedures a week. Continue to include medical trainees immersion programme. Support learners using online	medical trainees in immersion programme.	Deliver immersion training, reduce waiting lists by delivering 120-200 de procedures a week. Continue to include medical trainees in immersion programme.	Green	Delivered as planets and with the addition of the first threes (of fixed) Motorchause in Orparcially) isomer turble Deey this from home (by (DF)) and Upper Linh (DF). The Matterclasses have been attended by 70 professionals from across nine Health Boards.	, Green	Delivered as planned and with the Addition of the further Matativations in Gynerology, Lower Lin Deep Vieh Rhumberg (DV) and Ligger Lin DVI. The Matativations have been attended by 129 professionals from across 12 Health Boards. Facilities, people and equipment have been secured for the expansion project to run in Quarters 3 and 4.	b Green	Green	Delivered as planned and with the expansion project abarting this quarter and being subject to rapid vertex as the case for continuation of funding into 2024/75 begins.	d Green
5. Cancer Care 4635	NHSSA, P Learning & A Innovation	NHS Scotland	Partnerships	accelerated training through NHS Scotland Academy	SKPI10 – %age of workforce accessing learning products	National Bronchoscopy Training Programme To improve Imgr.com extractions, 1985 Catalitation Academy will develop curricula, and deliver training in basic benchoscopy, and in endotronolal illutracound and transmonchial needle appriation of needlestical light hoph node over a three-yeap and Q2032 Art and Q2032 (Art and Q2023), It want Illuta and Exeptinativo Stateme Induces that benchoscopy and and the state of the state of the state bronchoscopy and a state of the state of the state of the state of the state bronchoscopy and the state of the state bronchoscopy Needle Aspiration].	s practice on local simulators - basic to advanced. Support use of EBUS Trans Bronchial Needle Aspiration (TBNA) simulation modules (eight hours of supervised practice in two four-hour sessions ideally separated by three months).	resources, enable Bronchoscopy skills practice on local simulators - basic to advanced	practice on local simulators - basic to advanced. Support use of EBUS Tiram Bronchial Needle Aspiration (TBNA) simulation modules (eight hours of supervised practice in two four-hour sessions ideally separated by three months). Run EBUS training day.	Support learners using online resources enable Bronchoscopy skills practice on local simulators - basic to advanced. Support use of ERUS Trans Bronchial Needle Aspiration (TBNA) simulation modules.	, Green	training pathway under consultation.	Green	Development and delivery progressing as planned with the fourth draft of the basic brochoscopy training pathway under consultation.	Green	Green	Development and delivery progressing as planned with the fourth duth of the basic boohcoopy training pathway under comutation. Progress is slower than planned, with the pathway not being sent to the SAC (Specialist Advisory Committee) for commerci until Quarter 4. The faculty are blank in sublimiting the content for online learning, and are not yet ready to plan activity for 2015/05.	Amber
9. Digital 4636 Services Innovation Adoption	NHSSA, M Learning & A Innovation	NHS Scotland I	Partnerships :	Develop & deliver accelerated training through NHS Scotland Academy	SKP11-%age learners reporting that learning wi improve practice	Support for Wurzing & Mildelmery Cauncil (MMC) OSCL (Digetche Structured Cilical Leam) Preparation (Mil Scissful Academic youpport) Bandwin Moher recruided marking from outside the UL (by reheining there are nareas and their supervision, with preparation for MMC (OSCL). This height the numes to gain registrations to they status in the OSCL (Section 2014) and the operation of the MMC (OSCL). This height the numes to gain registrations to they status in the OSCL (Section 2014) and the operation of the MMC (Section 2014) and the operation of the OSCL (Section 2014) and the OSCL (Section 2014) and the operation of the OSCL (Section 2014) and the operation 2014) and the operation 2014) and the operation 2014 and the operation 2014) and the operation 2014 and the operation 2014) and the operation 2014 and the oper	and the educators supporting them, for nurses new to the UK in areas of adult nursing (expected 750 in year), MH nursing (expected 15-20 in year) and Midwifery (expected 15-20 in year). Resources to be updated each time the	Resources to be actively used by nurse and the educators supporting them, for nurses new to the UK in areas of adult nursing (expected 750 in year), MH (mental health) nursing (expected 15 20 in year) and Midwifery (expected 15 20 in year). Resources to be updated each time the MMC make changes to the stations.	nurses new to the UK in areas of adul nursing (expected 750 in year), MH nursing (expected 15-20 in year) and Midwifery (expected 15-20 in year). Launch of Cultural Humility resources	nursing (expected 15-20 in year) and Midwifery (expected 15-20 in year).	Green	Quarter 1 milestones delivered as planned with resources being used by nunes and the educators supporting them.	Green	Quarter 2 milestone delivered as planned with resources being used by nurses and the educators apporting them.	Green	Green	Definered as planned with resources being used by nurses and the educators supporting them. Lower number as anticipated now that fewer Boards are recruiting internationally.	Green
9. Digital 4637 Services Innovation Adoption	NHSSA, M Learning & A Innovation	NHS Scotland Academy	Partnerships :	Develop & deliver accelerated training through NHS Scotland Academy	SKPI9 – No of times learning products accessed	Preparation for work in health and social cars in Socialard Wits Social A Academy has upported Boards and Social Care to be well prepared. The resource is subble the social Academy has upported Boards and Social Care to be well prepared. The resource is subble to be used after interview be thefer stating work, which Kiel powers are underway, and it is a stop-gap resource which the national commission on induction for Healthcare Support Workers (HCMN) is composite. This digital learning organizame remain is use with positive feedback and a nareage of 200 me learners each month indo ver 3,000 in total). An annual education review takes place and requested developments will be delivered.	Add additional quizzes for learners to check progress (requested by learners' feedback). 200 new learners to use resource.	200 new learners to use resource	Develop and publish additional modules. 200 new learners to use resource.	200 new learners to use resource	Green	Quarter 1 milectone delivered as planned with the addition of requested resources and 1,236 new users this quarter.	Green	Quarter 2 millestones delivered as planned with addition of requested resources and 1,180 new salers this quarter. The resource has now been used by over 10,000 people.	Green	Green	Definent as planned with 1,888 new users this quarter. The resource has now been used by over 12,600 people.	Green
8. Workforce 4639	NHSSA, P Learning & A Innovation	NHS Scotland I Academy		Develop & deliver accelerated training through NHS Scotland Academy	SKP110 – %age of workforce accessing learning products	Deliver much of the National Clinical Skills Programme for Pharmacists (Independent Presorbing for Communite), Primary and Socionaly, Creat Pharmacists). Act as delivery partner of Dunder lexititute for Healthcare Simulation to ensure adequate numbers of places are provided in Social Act and Ensure course materials and resources for National Clinical Skills Programme for Pharmacists are available and relevant. Recruit and replenish faculty to deliver programme within NHS Socialend Academy at NHS Golden Jublice site to share the worksdard of delivery. Deliver around five days of clinical skills training days for 11 months, with 12-15 learners a day, creating 660 - 825 learner glaces.	each quarter, over 5 days most months with 12-15 places each day.	each quarter, over S days most months with 12-15 places each day.	s each quarter, over 5 days most mont with 12-15 places each day.	<ul> <li>Deliver around 165-206 learner-places se ach quarter, over 5 days most months with 12-15 places each day.</li> </ul>	Green	We have delivered additional days to meet the reeds of the University of Dundee with 302 learner- places delivered during 2024/25 Quarter 1.	Green	We have delivered additional days to meet the needs of the University of Dundee with 378 learner places delivered in during Quarter 2.	Green	Green	We have delivered additional days to meet the needs of the University of Dundee with 294 learner- places delivered in Quarter 3.	Green
8. Workforce 4641		Educational		Lead and deliver education, training and CPD across health & social care workforce	Operational	Implementation of approved NES Learning and Education Strategy.	1-4 across NES, through directorate an organisation wide engagements. Enure commitment of necessary support and recourse from across NES to underprin implementation. Continue to utilise. LENG and shnee progress and responsibility for implementation.	priority themes (PT) is established and regularly reported vi Subhoard at URR, EGEG and EGC. P12. Identity and unayse existing practices in setting down learning and career framework. Identify common/shared aspects to develop outline methodology. P14. Ensure packets to Toweroll results of forus. Ensure operational groups are methy and making progress and updating records to reflect.	systematically inform/deterfly upply and demand pressures and opportunities. Identify and establish for yabetolde deterfly and establish for yabetolde protectial for wider adoption. P14. Develop model for proposal cross NES and garee CPG oversight/involvement in the same	of data sources to provide regular udetes to insights and ensure utility for WF planning and L&E response. P1 4. Review operation of CPG and partnership mode work the 2024-25 year and propose any enhancement in approach (to be agreed by CPG/ET).	Green	A number of all staff events and webitium how reside awarcerses, Learning and Glocation Meterneor Giong, Lidling granden and webitig priority themes frem the NEL samming & Education Lidli priority and revisions of a subsidie that is directly sitesming weak within directorating meters and the state of the state encoders and states and states and states and states and states and states and encoders and states and states and states and states and states and states and a gather imights / information new being divertigated and will support thin. Dashbard approach to gather imights / information new being divertigated and will support progress reporting via EQIG / EQC.	Green	Implementation dashbarid devolped and links to Strategic Key Merformance Indicators (SMP). In his now been provided to the MSI Schemistra and Quality Constitute (IQC) and will provide format for further reporting. Also barred with MSI sampling and Education Reference Group (LIRG) and in Subarre with the Education Guard Wardowick Group (SIG). Privity Theme 2 (Future Bossel Barring pathway): Atthways and Partnerships Team in place as di Seatember 2024 and of Quarter 2). And and a Schelly underway foresting on Quarter 2 and Guarter 2 deliverables (see 6402): - Identify and analyse existing particulars: - Identify commonalistics to develop outline methodology - Identify commonalistics to develop outline methodology - Identify common states in the sectory outline methodology - Identify and analyse and the sectory outline methodology - Noolly Theme 4 (service) particular groups are meeting.	Green	Green	Implementation Dashboard presented for the second time to the NLS Education and Quality Committe and to be based on an onegoin gives with the NLS based on the dense Group ELRO() and Education Calmity functioned Cog (EGO), NLS Statehild Statement Group ELRO() and Education Calmity functioned Cog (EGO), NLS Statehild Statement Statement of the statement of the statement of the statement the LES Statement of the s	of
9. Digital 4642 Services Innovation Adoption	Innovation	Research in Educational Innovation	Partnerships	Deliver health care research, development and innovation	Operational	Development of Innovation Plan for NES to underpin NES Learning and Education Strategy.	informing the plan. Consult with board representative regarding governance route for the Innovation Plan including any early	technologies, rights based approaches and social care; all in the context of workforce education and training.	to introduce and enhance socialisatic of the Innovation Plan. Escalation through agreed internal committees and consideration of feedback; prior final submission to the Board. f Confirmation of NES Turas host site	Publication of the Innovation Plan with accompanying internal and external engagement including regional innovation hubus and partner 0 organisations. Agreement of annual innovation workstream deliverables (25-26) which will embody the adoption and application of the Innovation plan.	Green	Monthy meetings of the Involution Reference Group, alonguide multiple external focing collaborative and partnership activity continue to inform the draft innovation plan.	Green	Added capacity enhancing progress with Innovation Plan during Quarter 2.	Green	Green	In Quarter J, realignment of apposicable of development of the NIS Learning and Education Introvation Plan waves appendix of end Quarter J, nove to be developed as a combined Innovation and Research Plan with detailed timeline yet to be agreed.	Green
8. Workforce 4643	Innovation I	Research in Educational	People	Support professionalism in learning, with a focus on digitally enabled learning	Operational	Oewlopment of new approach to educational guality assurance and guality management as part of delivering the NES Learning & Education Quality System Project.	Progress to be reported via CIP and TG. All workstreams to be in development stages (i.e. discovery complete).	'content' workstreams: Learning design and practice. Educator Quality and competence. Quality of practice learning environment. Outling programme and product specification documents developed to inform field of information require for governance, process and systems developments.	agreed, outline business processes ar quality cycle agreed. Link between structures, process and Quality Policy Framework established.	Partnering with directorates to establish and embed required structures and roles is underway.	Green	Al Quarter 1 milestores have been net. Al workstreams now in development stage. Timothes for approvel of policy positions and governance structures also agreed.		Excellent progress aurons many workstneams. Quality Profiles positions agreed by Executive Team & Education and Quality Committee. Orand Reactions guidence produced by Learning Georgian and Practice Workstneam. Educator Competency Framework (brief) adality of the Practice Learning Environment developed and is being costiland before consultation with esternal partners. However, some belays in production of specification documents.	d Green	Green	Many workstraams have campleted or are nearing completion of their development phases. An enviced program stratucture which will environ that backness process design, testing and implementation is managed efficiently has been proposed and approved by the tarving and discution Quality Specific (LGC) Program back and with NS Stacker Team (17). Operating discution Quality Specific (LGC) Program back and she NS Stacker Team (17). Operating stratic program as the proposed for the six and years 1/3 two been developed and sporced by LGCS Programs Back and MS ET. Testing methodology / tools and a testing plan for Quarter 4 under development.	Green
8. Workforce 4800	Learning & r Innovation i	New Workforce models: identification & implementation	1	and service transformation across health & social care	23. SKPI23 – no of education, research & strategic collaborations	Complete Soatish Government commission to scope expanded role for NCS as Apprenticeship provider.	N/A	post to complete the work. Initial stakeholder consultations held, draft workplan developed.	NES Apprenticeship provision based o a basic/enhanced/full delivery model.		Green	Due to delays in confirming budget for the recruitment from Scattin Gowmennet, this project will now not complete untI2024/25 Quarter 4. Milestones have been amended accordingly. Quarter 1 progress recultment is underway for the 6-month Seitor Specialist Lead post to complete the work, and will be completed by 31 July 2024.		Senice Specialist Lead post recruited and statet work in mol-September 2014. Initial Labelodder discussions underward work of Jun in devolgement. Spaport scared from Salits Devolgement Scattand to provide some additional research to inform the project. On target to complete recommendations by Quarter 4.	Green	Green	Agreement with Sottbia Government to focus the work on looking at team and learn' notes, including agreentications, and other programme where relearch (the tert reflect the retails of akits training in the sector). Agreed to focus on pathway development needs using 'earn and learn' product, rather than a Appredication's provided the Sotta and a Appredication's provided the Sotta and a Appredication's provided the Sotta and the source of the sourc	Green
8. Workforce 4801	Learning & r	New Workforce I models: identification & implementation	Partnerships	Build capability around workforce supply	<ol> <li>SKP13E - Uptake of learning products by sector as %age of total reach</li> </ol>	Research existing and develop eve consistent methodology for the development of career and learning frameworks / parkneys in health and occura working carcers MS and with national partners. Initial steps delivery of promy theme 2 of MS Learning & Education Strategy. Deliverable-of-ear proposal on methodology and established group of stabilities for sugments and delivery of new methodology and established group of stabilities for co-production, testing and delivery of new methodology.		Identify and analyse existing practices in setting down learning and career frameworks. Identify common/shared aspects to develop outline methodology.	systematically inform/identify supply and demand pressures and opportunities.	Propose the establishment of a consistent approach and the application of data sources to provide regular udates to insights and ensure utility for WF planning and L&E responses.	Amber	Progress is keing made in relation to Quarter 1 intentiones, with a staffing program invested by the VBS Charge Management Programs Beach This should and to caught, subject to relevant HR processor, Propriments being met. However, It is likely that the associated moves and establishment of the work will publi hait OSU/25 Quarter 2. Updates contained to be provided with the KE Lamming and Education Reference Graup EER/1 and socialized with the work KES shaft Commung. This work is liked in the implementation of the KES Lamming and Education Strategy Collemands 44421. These are also like into / between Innovation and Workfore Developmentations and example Grange and Calabianations teams being actively explored and will be finctitated via this work.		Pathways and Pathenships Team in place an of September 2024 (end of Quarter 2). Cross-end diversarile 442 Quarter 2 apdite. Quarter 3 activity underway focussing on Quarter 2 and Quarter 3 deliverables: - Identify and analysic existing paratices - Identify data sources - Identify data sources Capacity focussed on activity to reduce delay and attain green status by Quarter 4.	Amber	Amber	Project initiation documents, including project plan and milectores completed. Analysis of existing practices and detrified and sources in programs. Contain of discussry matrix to identify and prioritise activity supporting development of methodology. Coordinating convections internally and externally to identify representatives for staleholder advicory group.	Green

SG Recovery	2024/25 ADP		Medium-Term	NES Strategic	NES Strategic Theme		2024/25 Deliverable Summary	Q1 Milestones	Q2 Milestones	Q3 Milestones	Q4 Milestones					Proise
Driver	Deliverable Number	Directorate	Priority	Theme	Detail	NES KPI Reference	Brief summary of the deliverable, outlining the intended action and what this will achieve in 2024/25.	What you intend to have achieved by Q1	What you intend to have achieved by Q2	What you intend to have achieved by Q3	What you intend to have achieved by Q4	Q1 RAG Status	Progress in Q1	Q2 RAG Status	Progress in Q2	status
8. Workforce	4802	NHSSA, Learning & Innovation	Iducation, training & workforce development	Partnerships	Define the add normality of the second	23. S0/23 – no of existing existing of the starting of the sta	Develop partnership work to support invocation in learning and education through collaboration.	are confirmed. To agree specific target for each agree specific target for each agree spectrowership, with hiles to extorme which accelerate delivery of both increasion and MS strategy. AMA: As a lead partner, inform workforce and education needs within the Accelerated National Innovation Adoption (ANAI) workstream. Continuously informa and evolve a system sprozes regarding workforce and education needs, increasing application of training resources with avoidance of displactation.		separately and collectively. Lead NES DH collaborative engagement with confirmation of orginging new opportunities. Continuing eng? with DHM Morayshire ability group, informing regional workforce recruitment opportunity. Following Morayshire NES led event, draft strategic plans for collaborative activity 25-36. For pilot ODP GA - consolidate service	Considiate engagement atti ngjosal inonustin huka and regiosal pinners to inform planning, nest business year. Consolitate NS2 (a) gammenhje working, including new potential. Consolitate engagement and u and other involution exploration not and other involution exploration potential. Completin interna (review / celulation of the process to develop and deliver plot QDP GA qualitation and share findings or whom NGS.	Gireen	NLS actively contributing to development of the plot Operating Operatiment Practitiones (DOP) conduct Apprentic attacked with Aim accessed higher Education Institution (HII) provider approval and has met the SMIR Development Scattack Approvals. Chargo others in the SMIR and the SMIR Development Scattack Approvals. Development and the SMIR Development Scattack and the SMIR Development Scattack delivered to caleboration with SMIR Development Scattack and the Sortish Funding Council. Accelerate National Innovation Adoption (ANA): ANA seminar delivered a TAS Amail Conference (Juni 2020) Programs make in developing elucation and workform (SMIR ying In the value plan used for digital demandatiog implementation so environing and scattace (SMIR) and Interview plan used for digital demandatiog implementation so environing and scattace (SMIR) and Environing Amain Scattack and Amain Amain Amain Amail Constant Amain Amain Amain Amain Amain Amain Amain Amain Amain Amain Amain Amain Amain Amain Amain Amain Amain Amain Amain and another (SMIR) and Amaint Amain Amain Ama	Green	Instillances from exploratory invosation engagement with NBS Field University of X Audress offorming targeted existility and enhancing innovation engagement with east region hub. Engagement with north region invosation hub observa- tion of the exploration of the enhancement of the enhancement exists of the Numerican Sector Control (New York) and Sector Control (New York) and Sector Se	
8. Workforce			Education, training & workforce development	Partnerships	research, development and innovation	24. SKPI24 – no of innovation initiatives with NES investment	Deliver followship activity to support innovation in learning and education through collaboration.	Gradute Apprentice (GA) qualification all Fellowship autivity funding dependent (CS) innovations: support fellows learning session. Strategic engagement with (SO enhancing potential with NES. Deliver Fellowships seminar at NES annual event.	All Fellowship activity funding dependent (20) innovation: inform recruitment intention; support existing fellows learning session releases and support of 2 fellows and support of 2 fellows and CAI programme, establish link with NSI honoration workstream, hyparatoica and confirmation of pachet. Clinical Entregeneous Programme (CEP): support existing cohort learning restore, follow on engagement with 2 entregreneous fellows.	8	planning 25-26 FCAI: complete recruitment and cohort allocation. Prepare new intake comms t plan 2. Sense check progression of first cohort. Prepare and agree plan for ongoing link for follows with NES and NHS Scotland, legacy connection.	Green	Enlowables seminar definered at NET Annual Conference (April 1024) with paod audience eregatement and positive feedback. This and other followable particity will be housed on the workstreams output on TUARS pages. For ownawds audience engement. NES support for entrepreneurs spring learning session. Engagement with Sociatish Government (Def Sociatio Differ lear Invasion Riferon authy and Johning Fore action). Leaf Sociatish Officer appreciate the full offering of fellowship type opportunities supported by NES.	5	Paux on Chef Szientsi, (SSI) followskip nervalment at prevent. Ranned learning session also pauxed. Olicial Entreprener programme nervalment for 2025 entry is process, one places available to Scienta Applications window : 2.9 Octobe 2024, selection process planned for November 2024, NSI stem involved. Seeking alternate searce of funding for 2025 instale for Fellowskips in Clinical JA (FCA)/Olowing Executive Team approval. Continuing sciently endrance internal NSI sundestanding of investment in fellowskips activity and the impact / value of that investment.	Green
	4804	NHSSA, Learning & Innovation	Education, training & workforce development		education, training and	as 80% or above	Develop Strategy and Calaborators Team to support new NES Learning and Education Quality System (including Stratis Aretist and Qualitations Framework (CGO) Foreit Strategy (CGB) functions) and device NES Learning and Education Strategy. Includes integration of existing Knowledge Management and Discovery Business Unit and establishment and resourcing of new business processes and support.	[Learning and Education Quality]. Embed approaches to working with PMO and wider NGS teams through development targets of LGS programme (CP). Langtate RMAD Teams and initiate workstream isodership meetings on a regular hasis to include Principal Educator (L&E Quality) and Principal Lead (ICM&D).	relationships within directorates and MES governmes structures to estabilish positive ways of varisting and to build understanding of LLGS impacts/hew business processes. To have identified resource/capacity across MES to develop and deliver on priority themes 2 and 4 within LBC Startegy with support of NES serior colleagues. To have further clarity on central vs directorate responsibilities for operational management of LLGS maintaining LCS and supporting resources. Model of basiness partnering and sharing good practice topped.	Etablish and agree support model for LEGS and Subarres partnering with directorate terms. Begins to develop and calander of LEGS quality events.	business processes and systems for LEGG quality cycle. Business parter with directiones as part of LEGS implementation.	Green	All Quarts 1 militatores have been met. Priorgia l'factarto (Exarring and Education Quality is non bigning an active of the Ki Sarring (Education Quality System (Liss) and Corporate Improvement Pagrames (CP) workstreams, initial leadership team meeting has been held and further meeting schedulet.	t	Proble establishing established around the Leerning and Education Quality System (ELGS) workstream, controlling wulkel enging and an expertise across vorstreams. Capacity has been identified across NES to develop and deliver. Priority Themes 2 and 4. Quality Management, Assurance, and Enhancement (QUARQ) Workstream exploring the distribution dereportivablishes the operational management of Learning and Education Quality. QUALI approaches are informed by the requirements of the system, many of which arise from the adjust of LCS workstreams. Benefal LCS Programme structure and use of blueprinning escholding in toide developed to guide and upport toring and implementation - this will provid further neights into the operational support requirements.	
	4805	NHSSA, Learning & Innovation	Education, training & workforce development	People	Support role redesign and service transformation across health & social care	23.SRP32 – no of education, research & strategic collaborations	Workforce Divenification and Medical Associate Profession (MAPA) [ <b>budyet of budflet</b> ]. Controlwe high level strategic communications and engagement with anisonal lead organisation / Scattah Government [SG]. In collaboration with SG, progress the recommendations from the NES MAPs report.	Represent KIS in the new Sick MAPs programme management group to establish structure and governance mechanism for MAP activity. To engage with the MAPs workstram within the Workforce reform project, with continuity of activity across Q1: 4. Deliver MAPs sentinar at NES annual event All MAPs activity funding dependent	Recruitment and orientation for new suff / (pacity to tatblish a revised MAPs workstmam in NES Medical by Q3. Collaboarts with NES medical to transfer over MAPs actively by Q3. All MAPs actively funding dependent	To complete co-chaining of the NHSE VITE MAPS-Caree Development Framework task and finish group, including commentary input to the Scottish consultation for a four nation approach prior to final publication. All MAPs activity funding dependent	Practitioners (ACCP3) targeted activity, in line with the NES MAPs report and recommendations. [aligned to NMAHP Transforming Roles - ACT0004694] All MAPs activity funding dependent	Green	Medical Lacociate Professions (IMAPA) seminer successibly adhered at MES Annual Conference (April 2024). Funding descrisions at Scottish Government (SG) subject to significant delay, SG-kel Programme Management Group ta pascel. Annual Conference of the Conference of the Conference of April 2014 Concentration of the Conference of April 2014 Academic and Physician Comparison of the Conference of April 2014 Academic and Physician Comparison of the Conference of April 2014 Academic and Physician Academic and April 2014 Academic and April 2014 Academic and April 2014 Academic and April 2014 Academic and April 2014 Academic Director delivered MAMA workshops at a national event held by Healthcare Education and Improvement Wiles (IMA). Complex communication needs to confinue, to Inform WES position and any organizational responses required which are multiple.	Green	Medical Associate Professions (JARA) funding allocation limited to in-year short term capacity. Priority activity appropriate the second seco	
8. Workforce	4806	NHSSA, Learning & Innovation	Research in Educational Innovation	Performance	Maximise NES's efficiency and demonstrate best value	23. SKPI23 – no of education, research & strategic collaborations	Develop constitent approach to education and innovation partnerships working across all NHS Sostand Adademy, Learning Binovation directorate teams, Naming & Corporate Resources directorate and NHS Directorates, Initial step in delivery of priority theme 4 of NHS Learning and Education Strategy. Deliverable- cognitational record of partnerships for learning and innovation, consistent approach to formation, approval and governance.	Agree sponsorship arrangements for exisiting partnerships and those in development (with AD Innovation and WF Diversification). Continue to operate Collaborative Partnership Group and embed model approved by Exec Team.	Ensure updates to PowerBi records to reflect responsibilities and areas of focus. Ensure operational groups are meeting and making progress and updating records to reflect.	Develop model for proposal of new/otended partnerships from across NES and agree CPG oversight/involvement in the same.	Review operation of CFG and partnership model over the 2024-25 year and propose any enhancement in approach (to be agreed by CPG/ET).	Green	Calibiotative Partnership Grupp continues to meet. Dasbland and partnership definitions developed, with the systematic partnership of the existing partnerships. Reporting for Strategic Key Performance Indicators now established.	Green	NES caliboration and patrenthy group (ZPG) continue to inform increasing contexion for the appart of external fragm SK sativity by strandarding recording an reporting, normaling internal sharing of orgoing opportunities and dissemination of outputs to shared benefit. Testing template for recording of partnership activity and engagement.	
9. Digital Services Innovation Adoption	4807	NHSSA, Learning & Innovation	Education, training & workforce development	Performance	Refresh learning experience platforms	33. SKP133 – Benefits realisation/ROI from corporate change activities	Salget to approved funding, plus and deliver on Plass the of the TUBAS Refeash Project which aims to have a perdapsicipal dynamic glassifier enabled online kerning and training environment which is personalised, accusable and future-proofed. Additionally, begin phase three which includes the further scoping of key functional outputs e.g. passporting, prospectius and reporting.	detailing the strategic imperative.	e Completion of the Full Business Case informed by planning, development and discovery work in QL. Developed and enhanced economic case to include in FBC.	technical activity (including solution	Development of Phase 3 functional requirements dependent on programme plan established in Q1 and Q2.	Amber	TUBAS Reheals Dutine Baulenss Class submitted to Scattink Government on 21 WAy 2024 with advonvelegement review of 21 June. Availing further response associated risk to Programme of activity being subject to funding.	Red	TURAS defects full faultiess: Case (FIRC) has not been completed owing to organy resource constraints and awaining a further response from Sociatio Government on the Oalthen Business Cas (DEC). However, work has progressed in defining the scopes for the Health Economic ta well as in defining requirements, lichick will find mit the programme plant; resource plant, france plant payback period in the FBC). Additionally, work has progressed on impact assessments and comms planting.	
8. Workforce	Deliverable Closed 4422	NHSSA, Learning & Innovation	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	reporting that learning will	This deliverable was doeed during 2224/25 Quarter 2. Please see the Quarter 3 annative update (column 5) for further detail. Work is partnership with key stakeholdes (including NKSS Boards and external networks) to improve access to learning and career development for the Nucl Support Workforce by (dentrying stilling pacific), publicing apacture, enhancing the accessibility of career pathways and developing and delivering educational opportunities and resources.	Scoping and benchmarking of existing provision and identification of priorities	Plans agreed with strategic partners, including key outcomes and impact criteria	Implementation of priority projects in partnership with NHSS Boards, H&SC partners and NES colleagues	Ongoing implementation and review of priority projects	Green	Callected and reported Extate & Scalitise workforce data to Scattal Genement. Ongoing partemisity with Net Scatters to high address one of the workforce Antelenges. Discussions on ploting even entry level job discussions applications with Net NSS Barates applications Achieva work. Support Vironforce phase two research concluded. Findings to inform Q2-Q4 activity: Organing diverophanes on new Learning for Career Success website with qualis additions and career pathway mapping.	Amber	The Support Workforce team responsible for this deliverable moved from the Workforce Directions to NHSS Academ, Steaming & Innovation and an Evolating the success of their works and algoing this with Deliverable 4801. Currently undertaking discovery activity in support of this per Canter's addres against 4301. To note: The intertoints to submit a Anagement to deliverable Judget to entry outcomes of discovery work), either during our or subsuming within 4801. This will be communicated through NES Planning for appropriate approxil.	
8. Workforce	4372	NMAHP	Education, training & workforce development Education, training & workforce development	Partnerships	Build capability around workforce supply Provide equality & human rights education	SKP10-Xage of worlforce accessing learning products SKP11-Xage learners reporting that learning will improve practice		Commission the Return to Practice programme following a r-tendroit from Social Constrainment, Incode Tor from Social Constrainment, Incode Tor Ran scoping of workforce needs in relation to health checks	Work with employers to promote the Return to Practice programme and test of competence to potential returners. Develop 1 education resource in dementia & LD. Undertake workforce scope	programmes. Definer 1x masterclass based on essentials of LD	Support recruitment to national programmes and report on results form national evaluation if this is undertaken Deliver 2n musterclass based on essentials of LD	Green	Retendence service is underway. Applications have now closed and an evaluation meeting has taken place and requisations with preferred no update have stated. Funding has been confirmed by Scottish Government to fund places on the programme. Funding han a tobern availed for the evaluation: Stapport and embedding of Esambiah of ID; NMAMP and psychology directionation reductions and embedding of the place of the place of the programme. Funding hand been availed by the place of the place of the place of the place reduction and embedding of the place of the place of the place of the place hand the place of the place of the place of the place of the place reduction and embedding the workforce needs in reduction and evaluation. Ketwith Creack - Initial planning regarding the workforce needs in reduction to health checks started. KHz Creack - Initial planning regarding the workforce needs in reduction to health checks started. KHz Creack - Initial planning regarding the workforce needs in reduction to health checks started. KHz Creack - Initial planning regarding the workforce needs in reduction to health checks started. KHz Creack - Initial planning regarding the workforce needs in reduction to health checks in the transmitted in the health Checks in timperation Group. Demonstration resource - links made with LB and non LD teams made to further identify any existing resources.	Green	Funding has been confirmed by Sociatish Government to fund places on the programme, commencing Lawary 2025. Retending in two complete and contract signed with NoS Boards and Arranged a national Lawards to deliver the programme. We have communicated with NoS Boards and arranged a national Lawards (the Sociational to La Cober 2020. Supporting and embedding of Desential of Lawards (Dabalities (DD). Continuing to revive or- poing fredback on the revorus within orw 2000 popph have accound and significant proportion have given feetback. Development of the plan to implement is still on going. Links have been made with various organization including universities. Health Checks - This is currently delayed with further discussion regarding progress to be had shortly.	e
Health	4321	NMAHP	Education, training & workforce development	People	Develop education, training and tools to support delivery of realistic medicine and value based health and care Lead and deliver	reporting that learning will improve practice			inform design of education resource	First draft of learning resources	Produce final version of digital learning esource	Green	Dath content reviewed during Quarter 1. Engagement with the Lined and Lineg Experience Panel (LIP) commenced.	Green	Forther content reviewed during Quarter 2. Follow up engagement with Lived and Living Experience Band arranged for October 2024. Two Masterclasses organised for November 2024. Evaluation of the skilled level facilitation.	Green
3. Mental Health 8. Workforce	4322	NMAHP	Education, training & workforce development		Lead and deliver education, training and CPD across health & social care workforce	improve practice	a learner pathway within the Koowdedge and Sills Framework (KSF) with a focus on where there is a preserver is for suidor, enhance the metal headh impresentent and suidor presention learning resources and facilitation resources and undertake an independent evaluation of the skilled level facilitation resources.	planning evaluation	and test learner pathway. Commission independent evaluation of skilled level facilitation resources	further areas of practice to develop an test learner pathway	d produce evaluation report for skilled level facilitation resources	Green	in May 2024.	Green	resources has commenced. Publication of the Public Health Sociaterd (PKI) evices of trainer left mental health and side prevention hearing programmes available in Sociateral (Costore 7224) was later than originally expected. Planned activity around the karner pathway. <i>Toolweidage</i> and Subhi Franzeverich (Stri) was linked to the publication. Activity will now be informed / adapted in ligh of the report recommendations.	1t
8. Workforce	4329	NMAHP	Education, training & workforce development Education,	People	Workforce development to increase capacity & capability across social care workforce Workforce	SKPI10 – %age of workforce accessing learning products SKPI10 – %age of	Further development and testing of the New to Sillid dementiar ensures to support workforce to improve the experimence, care, resument, and outcomes for people with dementia, New families, and cares in hospital and community settings.	and prepare joint bid to SG Dementia policy team (including 'new to skiilled' resource). Review findings and recommendations	two test sites, including exploration of local and/or national infrastructure required to support implimentaiton Revise DSIL programme taking into	delivery approach following feedback and evaluation Commence one revised DSIL cohort for	Produce final version of new to skilled resource and infrastructure to support implimentation	Amber	A proposal to support Dementia Andessadors to participate n a Nied of the Theve to Salled mources has been set to the Solth Solth Solewice Sound (SSOL - awating response regarding Capacity to support. Piloting planned in acute general hospital setting during July and August 2014. Review of Indings of evaluation requires team consideration on next steps and is subject to	Amber	Piloting of New IS Salifer within Acade Setting: has been completed and the programme has evaluated well. Control in one being updated in line with evaluated in the Control and Decisions and Salitations profits the being set to design. Due to organic apachy challenges: the Dementia control of the Salitation of the consideral again in March 2025. Following discussions with Scattlin Governext policy officers the Dementia Champions programme	Gree
			training & workforce development		development to increase capacity & capability across social care workforce	workforce accessing learning products	-bring about change and improvements in the delivery of dementic care,     -develop local capacity and capability in dementia paratice,     -develop local capacity and capability in dementia paratice,     -take forward workforce education and training developments to support implementation of the Promoting     (satelline familievo).	of Dementia Specialist Impromement leads and dementia champions evaluation	account evaluation findings and priority areas/focus as advised by SG SLWG	multiprofessional staff from health an care to build capacity and deliver education across the wider workforce	d		funding. Conversions regarding the NIS denomina focus (including the DSL programme) are continuing with the section Accounter play term. This is in light of the move of the denomina policy team to the Social Care directorate in Socitish Government.		will not be commissioned this year. The DSL programme is part of engeing discussions with the Dementia Education and Workforce XW with a paining section arranged for mid Decoder 2024. Following this, a decision will be made regarding the delivery of the DSL programme this year.	

	Projected Q3 status	Q3 RAG Status	Progress in Q3	Projected Q4 (2024/25 Year- End) status
	Green	Green	ODP GA - 32 candidates commenced September 2024. NES delivery of programme now transition	Green
ifically			to NMAHP Acute. Engaging across NES and with the University of West of Scotland to access digital resources for learners.	
			Soctitish Funding Council (SFC)-led formal review workshop planned for February 2025 with NES to be a key contributor. Internal lessons learned collated and will inform SFC review.	
stry				
de			National Manufacturing Institute Scotland (NMIS) fore sighting activity progressing with alternate Boards (North region), focus on Al skills needs. Development of challenge statement and	
			agreement of next steps ongoing in preparation for 2025/26 Quarter 1 start.	
son			ANIA: NES to lead on workforce, training and informaton / communications planning of live ANIA	
			worksterams. Collaborative activity achieved Digital Dermatology go live to schedule.	
			DHI: Partnership working with DHI & Mindset UK mental health challenge.	
nber				
gy				
nce nd NES				
0	Green	Green	CSO (Chief Scientist) fellowship recruitment paused. FCAI - Funding secured in NES for 2x Medical & 1x Allied Health Professions (AHP) place. Application	Green
			window closedon 18 December 2024. Screening / interview process early 2025, (NES Associate Director contributing). Engagement / support of two current fellows continues.	
ing			CEP - monthly engagement with entrepreneurs & Scotland Coordination group ongoing. Funding for	
y and			cohort commencing Spring 2025 is confirmed. Long term funding remains unconfirmed. NES team participated in assessment of applications for 2025 entry, 21 Scotland based candidates.	
			· · · ·	
	Green	Amber	Some delays in defining business processes for Learning & Education Quality System (LEQS) and therefore intended charge of responsibility between Learning and Education Quality Team and	Amber
			therefore intended sharing of responsibility between Learning and Education Quality Team and Directorates. Agreement of operating statements and design principles will help to make progress	
			and revised programme structure within LEQS programme will accelerate business process design and consideration of role of Learning and Education Quality Team in future. There is a dependency	
bution			on wider NES transformation / business process transformation (e.g. consideration of Target Operating Model).	
			uperating Model).	
n the				
provide				
у.	Green	Amber	Due to the UK Department of Health and Social Care initiated Leng Independent Review of	Amber
			Physicians Associates (PAs) / Anaesthesia Associate (AAs) professions (announced in November 24), NHS England Career Development Framework activity is paused until outcome of the review can be	
e and			considered.	
force			NES Scotland Medical Associate Professions (MAPs) activity continues - General Medical Council (GMC) regulation live as of December 2024. NES operationalisation of internal processes / system	
			function to enable appraisal of PA/AA is progressing. NES accrued knowledge continues to inform national MAPs activity and position in Scotland.	
			Continuing debate and absence of agreement regards NES funding for this activity from April 2025 onwards.	
			onwards.	
is	Green	Amber	Cumulative activity increaseing NES profile with key partners (developing collaborative advantage).	Green
ternal			The Digital Health and Care Innovation hub (DHI) and NES partnership activity for Mindset UK Challenge progressed to final draft, including scenario preparation and costed planning and design	
ipiace			approach. Bid to be submitted in January 2025.	
			Progress on first phase of NES DHI partnership supported by reporting template, incorporating key	
			collaboration metrics. To be tested in live environment in 2025. Cumulative collaborative activity maturing and proactive approach is embedding. Nominated NES Executive leads for each	
			partnership established and understanding of enhanced activity is developing. 4-Nations	
			collaboration continues to strengthen, with six key themes identified.	
ss Case	Red	Red	Health economist scope confirmed and deadline for submission agreed for Quarter 4. Full Business Case (FBC) development dependent on seeking additional resource which has been scoped without	Red
as in d			which the completion of the FBC will delay into 2025/26. In the event of gaining additional resource, the projected RAG status will change to Amber (partial resource available) or Green (full	
mms			resource available). This will not include approvals of FBC but completion of draft. Foundation	
			themes will be scoped as part of this. Status escalated to appropriate NES internal corporate management groups (TURAS Refresh programme board and Transformation Group).	
ctorate gning	Green	N/A	Following the update provided at Quarter 2, the NES Executive Team agreed that this deliverable (4422) should be closed. Aspects of this deliverable have instead been subsumed into deliverable	N/A
rter 2 to			4801. Further information is provided below.	
			Following the completion of discovery work during Q3, including a review in the context of the	
			challenging financial environment, it has been agreed that the underpinning requirements for understanding the needs of the NHS Scotland support workforce will be more effectively addressed,	
			and will have wider benefit, by subsuming this info a multi-discipline / occupation methodology which is being taken forward via deliverable 4801 (supporting the development of a new, consistent	
			methodology for the development of career and learning frameworks / pathways in health and social care in collaboration with partners).	
	Green	Green	Stakeholder meeting took place on 14 October 2024 and recuritment is underway in NHS Boards for	Green
and			the February 2025 programme at Glasgow Caledonian University.	
on- ortion	Green	Green	Supporting and embedding of Essentials of Learning Disabilities (LD) - Continuing to monitor uptake and receive feedback prior to planning Phase 2. Currently developing constipation learning	Green
made			byte (which also contributes to health check work). Cross Directorate / external links established /	
			enriched regarding publicity and visibility of Essentials resources.	
			Annual Health Check work progressing to develop a series of podcasts / masterclasses on annual health checks. Continued engagment with Health Check Implementation group, LD Nurse Leads	
of the			group and LD practitioners / groups in Third Sector to scope / pick up on workforce education need.	
			Dementia Resource - Module has been developed at Informed level and feedback from critical friends has been incorporated. The resource is currently with the NES Design team.	
			where we see incorporates. The resource is currently with the NES Design team.	
rience	Green	Green		Green
			informed content further. Deliverable on track.	
ed .	Green	Green	Two Masterclasses were delivered in November 2024; approximately 900 learners attended across both. Evaluation of the informed and skilled level facilitation resources is progressing well. Survey	Green
24)			has been completed, individual interviews progressing and plans for focus groups underway.	
nd in light			Learner pathway work related to enabling better understanding of Knowledge and Skills Framework (KSF) domains has commenced and a company commissioned to produce aligned digital resources.	
			Risk Assessment module content complete and evaluation now in development with lived experience interviews and NHS board pilot boards planned January - March 2025.	
	Green	Green	The 'New to Skilled' Facilitators Resource and slide set are currently with the NES Design team.	Green
nd	Sieen	Green	The 'New to Skilled' Facilitators Resource and slide set are currently with the NES Design team. Deliverable on track.	steel
be				
amme	Amber	Red	This work will not progress in 2024/25. Following discussions with Scottish Government	Red
he 2024.			(SG)Dementia Policy leads a revised NES dementia work programme for the remainder of 2024/25 has been submitted and agreed. At request of SG it includes specific (and unplanned) activity to	
-			support the dementia delivery plan and to be prioritised by March 2025. This means we do not have capacity in current year to deliver DSILs programme.	
			As a result of the factors currently affecting the overall delivery of this deliverable, the Quarter 4 milestone will be updated to reflect intended activity for the remainder of the 2024/25 year.	

	2024/25						Q1 Milestones	Q2 Milestones	Q3 Milestones	Q4 Milestones							
SG Recovery Driver	ADP Deliverable Number	ectorate Medium-Ter Priority	m NES Strategi Theme	c NES Strategic Theme Detail	NES KPI Reference	2024/25 Deliverable Summary Brief summary of the deliverable, outlining the Intended action and what this will achieve in 2024/25.	What you intend to have achieved by Q1	y What you intend to have achieved by Q2	What you intend to have achieved by Q3	what you intend to have achieved by Q4	Q1 RAG Status	Progress in Q1	Q2 RAG Status	Progress in Q2	Projected Q3 status	Q3 RAG Status	Progress i
8. Workforce	338 NM/	HP Education, training & workforce development	People	Develop education, training and tools to support delivery of realistic medicine and value based health and care	SKP10—%age of workforce accessing learning products	Sugport the development of the specialist health care chaptaincy / spirinual care workforce and the water healt and care workforce, in line with the remomendations in the "Discovering meaning, purpose and hope through person centred wellbeing and spiritual care: framework".		To dehere 1 supervision related activity, 1 webinar (topic to be decide and awareness raising sessions around new spiritual care resources for the wider workforce.	d) activities and a webinar on spiritual	<ul> <li>To deliver 1VBRP and 1 CCL education activities</li> </ul>	Green	One 1989 PCD reasion has been delivered. Discussion underway with NAU-NE colleagues reter existing spenition module: and their subshifts for the spiritude resolutions (from the findings in the survey). Plan for workshog/event in Quarter 2 or 3 depending on feedback from service.	Green	A spiritud are supervision patients attement has been defined with stakeholders and is on counse for completion (Logarda 3, Spiritual care examing resources have been designed and built and an now available to the wider health and social care workforce on TURAS. One spiritual Care Research Retension, meeting has been hosted, and way of progressing the work of the network are being developed. Seven spiritual care / Vulse-Saced Reflective Practice (VBRP) related workshop / training session have been developed on several spiritual care starting carers and student nurse. Work has commenced to deliver an education programme to future leaders in spiritual care .	Green	Green	Continuin, across NE NMAHP V VBRP (Val been fully produce a Working v where req resources and will b
8. Workforce	341 NM/	HP Education, training & workformen development	People	Lead and deliver education, training and education, training fail and the second second second second second care workforce	SIPD2 - no of innovati initiatives with NS investment	on Uniting the network of Aller Houth Productions (AMP). Provides Education Leady (PELL), the Nativity (Ref. Markov Control	*PMAMP Progress and report continued antive to increase, modernia and diversify placement capacity through innovative and sustainable models of delivery. Gather camples via a minimum of build be an increased and the second second MM. Develop that a associated by the Develop that a associated documentation for MAM ePAD and work with one additional university to plan implementation. APP: Report electronic solutions to assect ment documentation for these assectment documentation.	Education board visits to inform HEI performance enhancement process fo NM and parametic degree programmes. NM: Further development of remaining assessment documentation for Year 3 in ePAD and work with 1 additional university to plan implementation process. AHP: Test e-pad prototype for two professions. Host event to consider the advantage.	successful activity. NM: implement year 3 assessment documentation for the University of	<ol> <li>year for 2 universities and develop a roi out plan for other universities</li> <li>AHP: Continue roll out of epad for with relevant outstanding HEIs and for third profession</li> <li>Implement Action Plan for Paramedic</li> </ol>	E. 2 46	NM option Planement capacity continues to increase and diversity inclusive of formatic rotations, strategic leadentip placements and physical activity placements. 14 NHS Board annual rotives are now for a strategic strategic strategic strategic strategic strategic strategics Numing eXAD place complete and BAU for one NLL New preparing to omboard 2 nH eII for Numing eXAD place temp NAMP and support for citeding requests to support NLS aginal <b>PAP options</b> Place temp of the strategic strategic strategic strategics PAB (noducing through the use of PAL and long arm supervision models. Not an auting outpoint of glass jurinistion discussion. Protecting for parameter, ePAD develope last year by HL colleagues and physic develope by professional body and HD colleagues. Awaiter continuation of digital support for this work.	1	All optical as pro Calartis – julicement capacity and diversity activity continues at parse with a particular forus on Learning Disability (ID) placements for ID nursing tablects. <i>pARD</i> reduce continues with Reduce Conton University and ensyst students one contended. MS SB SD as some decators tables are working tagether to respond to taketing requests while also developing their knowledge and allis is supporting the development. <i>AMP</i> Updat Practice Based Learning (PMEL) projects are progressing and meeting anticipated project milestones. An event to support Occupational Therapits working in local authorities held with positive automous, information the next stays of the praces. No progress on the parametic 4XD as still awating MS digital protestation. Discussion to delay any deep dive event in exploring cross sector	Amber		NM updat As per Qu now estab being plan ePAD rollc Education AHP Upda Practice B Informatic Paramedia action plan enhancem
8. Workforce	NM <i>U</i>	HIP Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SkP11-Yage learning reporting that learning improve practice	Subject to funding, the quality of the NMAHP practice learning environment will be developed and maintained by the PEFC/HEV/IEV infrastructure. Undere based developments and improvements and improvements and improvements and the provide quality assurance of the NMAHP practice learning experience for NMAHP students and learners. Orgo quality assurance of commissioned NM and Paramedic Programmes.	key stakeholden to quality assure the generice. Subject to funding, annual energies and subject to funding, annual challing Manna eleven system (CMPE) NAMA are agreed in response to user feedback. AMP: Conclude options appraisal to consider best approach regarding procurement of subject (SMP) approach under the state (SMP) approach updating and confirming the minimum specification of the AMP OMP specific Updating and confirming the minimum specification of the AMP OMP specific Products Educators and adhere the methods to be used to gather this information rebusity. NAMAPP: Voice Ingatestand approaches the Directorates to develop MDT approach to quality management of a karing to product and the specific of the specific to quality management of a karing to product to quality management of a karing to product approaches to quality management of a karing to product the specific of the specific of the specific to quality management of a karing to product the specific of the specific of the specific of the product of the specific of the specific of the specific to quality management of a karing to product of the specific of the specific of the specific of the product of the specific of the specific of the specific of the specific to quality management of a karing to the specific of the specif	feedback, continue to support and maintain the practice education infrastructure and QAME system and defaver on agreed actions. ARP: Develop procurement documentation and processes required. Set up a test site with one health board and/or profession to test the gathering of data required re PLS and Practice Educations.     NNAMPY: Continue to work in apartenship with KS Directorates devicement.     Set up a test site with one health board and with S Directorates devicement.     Set up a test site with one health board and with S Directorates to develop MDT approach to causility management of a learning environment.     Set up a set site with one health board and board actions of a learning environment.	Mic In response to system user feetback, continue to support and maintain the practice education infrastructure and QMME systems and deliver on agreed actions. AMP: Extend test sites to include a further 2-3 plot areas, continue data collection for QMA. Navereness and collection of QMA. Navereness and and community of QMA shall and community of QMA shall (following procurrenet) downees in Q2). NAMAPY - Cardinate to work in guartenessity with Covercionets to develop MOT approach to quality management of a kerning environment.	AHP: Respond to feedback from pilot testing ensuing compatibility with QM build underway. Extend test sites to include a farther 3-3 pilot areas [ (approximately 6 areas in total]. Working closely with build team for the QMS, progress details of implementation plan. NMAHP: Continue to work in partnership with MES Directorates to develop MDT approach to quality		Mu optim Opping maintenance and system developments for the QMPLE system continues as planned. Verbal redeats from NKS Based during NKS Board annual review indicate that students are studied with the quality of durie learning sequences and the upport they receive from IA APP Uppone Captors apparation completed say year is currently with the NKS MAAHP sensor team. Awaiting funding confirmation to continue the with and with additional sensor reductor capacity required understate scripps and of paratice reductors. MAMP update MAMP update MAMP update environment is orgoing with the first draft of standards meaning completion.	Amber	Mul optice All 12 HD profermance enhancement reviews are complete along with 16 MHS Board annual reviews. Overall itsdent feedback indicates students are satisfied with the guilty of their learning optimizations and the student of the students are satisfied with the guilty of their learning and completions by the end of December 2024. Spins works and funding arrangements are being agreed with the support of the KIS factoriough's device. MMARMP taam involved in KIS corporate transformation workstream to manage the quality of the learning minimum. Durit, Durit, guilty funerwork complete and preparing to external statistication required from quality management software to supporting the ability to report on and enhance the learning minimume. All their is factorious in polar and generating to the software the learning minimum statistication in polar and preparing to the software the learning being writems, tenior (Sackaton in polar and generating to external being commonly being writems, tenior (Sackaton in polar and generating software) to describe the Virtuation learning being fundament description is three health board enes - this will commence in Quarter 3.	Green		NM upda Debrief m work is ur QMPLE sc developm NMAHP t transform AHP Updi Further to descripto Amber at system. A its final tv
8. Workforce	352 NMJ	HP Education, training & workford development	People	Lead and deliver education, training and CPD across head social care workforce	SKPI11-Kage learners reporting that learning improve practice	Support the subhares of The Indexian Prevention Workforce Stanlagt CHan 2023. 2024 and the Nacional Islaming and Orogineene Strategy for the Socialish Heathers and Bin Environment Workforce (2021-2021) developing an Infection Prevention and Control Education Strategy which identifies and identifying the Infection Prevention Control (IPC) / Antimicrobial Stewardship (AMS) workforce and their learning requirements based on their role.	n Prevention and Control and	Understate a filter trainer menker of existing infection provention and control and antificiential stewardship at strategies.	We will develop an infection Provencion and Control Education Strategy by collaborating with stakeholders.	Don'the development of darly slage general indication prevention and occurs educational curriculum that supports the identified learning needs, considering the sampling notes within the constraining the sampling notes within the sampling of the sampling notes and sampling notes and sa	Red of	Development of both Infection Provention Control (IPC) Speciality and Antimizability Developing (MAR) Generality Eacharon Franceworks currently still in progress. This has delayed the gap analysis stage of the workplan.		A wider consultation on the dark But generals framework is open during Generative 2023. The secults will be used to create the final framework (), the polarization titler is nature 1023. The commissioning of a gap analysis will commons in October 2024. A full Bitesture review of existing factors prevention and control and anticimula laterashiph strategies has not been undertaken will be a schedule during the schedule of the schedule of the schedule of the schedule of the schedule during the schedule of th	Amber n		Strategy Meetings (IPC) Curr create a n which wo clarify the matter ex extended new man Preventio increased AMS (Ant The final I informati from soci
8. Workforce	356 NMJ	HP Education, training & workfore development	People	Workforce development to increase capacity & capability across social care workforce	SXP111-Xage learners reporting that learning improve practice		educational governance of the existing product estate through educational	Turas Learn	We will map existing Antimicrobial Szewardship resources against the ne framework		Green	We have now updated all nine modules of the Decontamination for Resusable Medical Devices Programme. Review of Antimicrobial resources is organize, A programme of work has commenced more val 38 Antibiation Layer modules and assessments to a service modules advorse tool (Liricalae Rice). Reviews for delays are team capacity and lack of analability of subject modules and the service and the service of the service modules. The service modules and devices 1 analability of subject in the foundation with AMMA Sociated to support a Scam-Registre Sactementia PCF sealed to the foundation service of subschedules for there: Noticities and services and subschedules and scales and sealed and devices 1 analability. The Results is strategic partners to strengthen sprengy around educational governance for RC learning resources and lational infection Prevention & Control Manual and Center BCT Manual applications. Annual and Center BCT Manual applications Annual and Center BCT Manual applications. Annual should be the RCT Manual applications that impact IPC guidelines, including. Headward, Healthcare Water Systems, and Patient Placement, licition, and Cohorting.	Amber	Closational Governance The review of resources by subject matter experts remains challenging. We have introduced RAG memiates to be completed by stateholders to confirm that resources are green or amber and can memia no TURAS Learn runt a lail review is carried out. We have now received RAG status The revieware ulcen. The additional additional resources and the programmen on the safe management of We are collaborating with NMS Destinat who have used one of our modules to conste their com teach and statefun revieware ulcen. <b>AMS Zose structure</b> A blank new TURAS Learn Zose for Antimicrobial Resistance and Severation and the safe management of advisory of the safe of the safe state of the safe structure A blank new TURAS Learn Zose for Antimicrobial Resistance and Severation and the new TURAS Learn Zose for Antimicrobial Resistance and Severation the new TURAS Learn Zose for Antimicrobial Resistance and Severation the new TURAS Learn Zose for Antimicrobial Resistance and Severation the new TURAS Learn Zose Root Antimicrobial Resistance and Severation the new TURAS Learn Zose Root Antimicrobial Resistance and Severation the new TURAS Learn Zose Root Antimicrobial Resistance and Severation the new TURAS Learn Zose Root Antimicrobial Resistance and Severation the new Complexity of the team Root Antimicrobial Resistance Provided Feedback on NIG National Sevices Section Consultation Intellectiona Diseases and Sel Dappad of Vastes Constitute of Experiments Constitute of Experiment and Root Root Proceptione and Root Root Root Root Root Root Root Roo	Amber		Consultat Provides Prevention Education Continue Working C Precaution Successit the campu informatic Successit Delivere attendanc event in A Ongoing Finish Gro A new P projected AMR Gap Ans and a com some proc
6. Health Inequalities and Population Health	361 NM4	HP Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKP127 - no of NES programmes demonstrating active engagement of people with lived experience	Develop a Transgender Care Knowledge and Salik Framework which will be accessible for the MHS workforce in Sostland with relevant learning resources to support best care of trans people accessing services in the NHS.	to design. To be launched as Umbraco website by end of May. Public launch with strategic partners for mid June. Complete scoping report and map gap for training materials.	<ul> <li>pinn based upon training analysis and scoping, identification of and, where needed producing plans for developing training materials based upon KSF levels. Commence work on Young People's Framework.</li> </ul>	Complete work on KSF for young	c; Continue to deliver training at all levels Evaluate progress and tune materials a appropriate. Identify and report on work still outstanding.	k. Red	Launch of main Knowledge and Sallis Framework (SG) product has been persponed and to current entropend for Segtember 2044. This delays is as stead of a combination of the impact of UK general decision, Social Sciencember 1: entrope of general review, and internal NE Science 2: acady with the digital and design team. Scoping survey relaring to educational landscape has closed and results analyzed. Early stage meetings with potential partners has begun.	y Amber	Repeat Epidemiology and Surveillance for IPC Training section schedule for 8 Discher 2021.	Red		Knowledg (Equality I Scottish G Launch ev planned. ( Identity C Children's Review w
8. Workforce	364 NM	NP Workforce dat	a People	and service	SIP2E - Sage of technology, data and digital developments which are shaped by staff, learner and partr feedback	Continue to develop a roboxin and consistent approach to data/ling and gathering Allied Health Professions (AMP) workfore alto homogoot au204225. This activity will support implementation of recommendations is the Scottish Government ANP Workforce and Education review - er	Piot stes and Professions Mentified and Governance and Oversight Group etsablished	one workshop to support use of tools	Omf oudsner and governore Interester is support robust and et consistent AMP workforce planning	Evaluate processe, and produce report on the pilot of 2 professions and leasance learned to support roll out to other any porfessions	Green	Stancia supprach hwolning all baseds developed for Othecis and being speed off. 3 Bandri, Lothin, Geneter Gasgour and Cyle and Grampium) have completed deep dives of data for Dieterics and NHS Borders in progress. Currently in introductory stage and exgeniation with Radiography, Occupational Therapy and Prosthetics. It has been agreed that governance and overlight for this workstream will be through the Sostish Government (SQ) Transforming Radio Steering Group. Test Stee for elevational resources to support MMHAP workforce planning under development. Continue to pomote awek at strategic level with presentation to DNR, Transforming Radio Steering Group. Data Intelligence Group and the Allied Health Indexision Section Sostiand (244953). Continue to make connections and links with other orgoning work in Public Health Scholind, Healthore Improvement Sostianda, Sostiah Radiogy Transformation Pogramme (SRTP) and Hearding SG). Charling Introduces Test	Green	There Bandh (NHS) Lathau, Cherer Gragow & Cupler (OGC, and Grangian) have completed days filers of data for Devices and have globed to d85 (Emptypee Steries) partern. Comparison with NES dashboard in pagesa. Classification of diestex workforce in NHS bores & NHS Aynes and Arran complete, awaiting updata. GGC workshop delivered. Orging engegement with stakeholden and mapping learning resources and tools available while progressing with development of TURAS age for collution of insources.	Green		Unanticip produce g relation to A solution March 200 eESS (Emp
8. Workforce	368 NM/	National Digita Platform	I People	CPD across health & social care workforce	I reporting that learning	Ensure that the Flying Start programme will be fit for purpose and have a demonstrable impact on the will development and retention of newly qualified NMAHP practitioners in their first year of practice, linking to preseptorship.	Launch refreshed content	learning hub.	Collate initial feedback on refreshed content and learning hub.	Work with leads to respond to feedback	* Green	Continue to promote and embed action plan for the implementation of the recommendations from the external review of programme. Working with Pring Start (PS) Leads Group we have recruited members to there should find working approach 1. Publicly Group to promote and byBight new content in the learning units, guidance documentation and the karning hab 2. Content Group to continue to refine and develop new content in relation to evolving priorities and promote EQA scitor plan. 3. Impact Group to review data and KPIn needed to demonstrate the impact of the FS programme for MDP, facilitation ad intermange.		Continue to promote and embed action plan for the implementation of the recommendations from the external review of programm-bioted second meeting for the Context Development, Publicly and the impact bulg program. Noticed second lacks Group meeting is beginnism 70.23 where and any processing the second sec	Green		Hosted na refreshed and Leads Leads pag
9. Digital Services Innovation Adoption	374 NMJ	HIP Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI2 – Staff with time support learning	Io Work to enhance MES INMANP and Support Workforce TURAS Forthline, with improved access, greater functionally and tetter analytics, to support appraisal and professional body realidation, and re-registration a career planning.	Sign of fraul druk of esternal evaluation: Registement of tablebul forum very 2 months regarding external revaluation recommendation and communication and engement strategy. Link with TURAS refere hare regarding impact this may have in relation to portfolio re-fresh.	er forum regarding evaluation recommendations and the communication and engagement plan which will inlcude development of	Work with digital team regarding recommendations with are subject the TUBAS refresh. Continue a engagment with stakeholder forums.	Digital to have updated the portfolio: on ad commencement of the communication and engagement strategy. Robust impact mesurement strategy will be in place.	Green	Faul rever and sign off relating to the external evaluation of the professional portfolio by history Comunity has been completed and were as awaiting the final displacet (proor takink) were can then published on TUBAS. There is conject groups are suited that for three user forwares (burning and missioning), ABP, support forms in the source of the source forwares (burning and missioning), ABP, support portfolio functionality and communications and engagement plan. Units to the TUBAS for the project team have been made which imply no significant impact on the portfolio reniew project.		The estemate evaluation of the professional portfolios by Indions Consulting has been shared with scalaholder and has been published on TURAS. There is arguing two monthly engagements with the three user forums juncting and mideling, Julk papert unofficing that are now focused on revealing and whell individual in the development all apport unofficing that are now focused to revealing and whell individual individual to the scalar provide the scalar state of the scalar state of the scalar state of the scalar state of the scalar scalar state of the scalar state of the scalar state of the scalar state of the scalar state of the scalar scalar state scalar state of the scalar state of the scalar state of the scalar state of the scalar scalar state scalar scalar state of the scalar state of the scalar state of the scalar scalar scalar state scalar state of the scalar scalar scalar state of the scalar scalar scalar scalar state scalar state of the scalar	Green		There is o nursing ar resources The projec they are u 2025/26 a

	Projected Q3 status	Q3 RAG Status	Progress in Q3	Projected Q4 (2024/25 Year- End) status
n course It and are esearch ting s / staff, ture	Green	Green	Continuing to contribute to the ambitions of the spiritual care framework through repagament control KIS and with deep ratteres / initiation (e.g. Advence forms) (kitational Framework, AHP / NMAHP Values Based Supervision, linking with Scottish Prison Service and HEts). VRPR Values Based Supervision, linking with Scottish Prison Service and HEts). VRPR Values Based Reflective Practical ji ACL (Community Chaption) (attempting resources have been fully optiated to office comprehensive Reped Causconn Staching, and materials generified to produce a value suite of materials usable for the broader health and social care workforce. Where required staget, a range of resources to create a sample-horizon suite of instanul raining mources for spinature Values Prison (Chapter and Chapter). and with the presented to SSCPLG in Quarter 4.	Green
lar forus 1 Robert n are nd skills stones. : still s sector	Amber	Amber	NM update: A pro Quarter 2, glacement capacity and diversity activity is ongoing. NIS NM practice ID team is now exitabilited as practice learning environment (PLI) for student nurse, and a midwifery PL is being glanned. eAD rolota continues with the whole of the Nerth region now onboarded. The BSU and Practice Education team controls us support eAD collecting requests. A PU pdate: Practice Based Laming projects are progressing and meeting anticipated project milestones. Information form 1.1ME Jusk spudded into electronic indexing system and system now live. Parametic eAP end mans. as per the Quarter 2 update and availing the Signal profitsation. No action plan as event was not progressed. Discussion in partnership in relation to what a performance enhancement process needs to include for parametics.	Amber
al earning f s agreed der at is ance the hent P Practice ter 3.	Green	Amber	Not experience of the end of the second seco	Amber
4. te existing dertaken Infection d a paper intion hance ork. This idy scruit t in t	Amber	Amber	Strategy Meetings hald with stakeholders to discuss the development of an infection Prevention Control (PC) Control.um. Due to the overlap with the Protected Learning Time (PL) Project – which ains to create a new mandatory PC models of ALL List. He focus is on the Tisci level of the control.um, which would be for all staff. Established lisk with PL? project a large minimely multiplet disciple need of the PL Violatoria Education Development Autory Group is providing subject disciple need of the PL Violatoria Education Development Autory Group is providing subject and the PL violatoria Education Development Autory Consult in Prove Tion encoded staff abunces, the strategy has not been developed as yet. An analysis of the impact of a new mandator models on established products, processes and VEPC Discrib Inferior Prevention and Control Education Pathway needs to now be carried out. Opportunities for increased staheholice in magnetic mater complete. Currently collecting final additional information from 2016 trained prevents is address comments from the consultation and feedback from social care colleagues.	Amber
d RAG nd can went of own een ated. A with ted in ines, nd Safe vidence ion iew of 24.	Amber	Amber	Consultative Engagement: - honoide featuba on NIS hatchoal Services Scattand consultations that impact infection Prevention Control (PC) guideline, including Safe Management of Linen and Couph Elispettel. Educational Infaitures and Calaboardie Hefferts: - Continue Galaboardian with AMAIA Scattand through the National Policy Guidance and Evidence - Infaitures of the Control (PC) and the Couph Safe Management of Linen and Couph Elispettel. - Infaitures of the Control (PC) and the Couph Safe Management of Linen and Couph Safe Management - Successfully launched the Wather Preparedness canneling on 0 Otober 2024. Organic support for - Infaitures through relevant communication channels to ensure effective evolutions - Infaitures through the Mather Couph Safe Management of Linen and Coupher 2024, with full attendance and estimations Han are underway to organice another repeat event in April 2023. In the AMAIA Scattal High Consequence Infectional Diseases PRF Task and Findh Group, supporting elucidational requirement, and the Coupher Safe Safe Management and a control or in Base AMI Scattal High Consequence Infectional Diseases PRF Task and Findh Group, supporting elucidational requirement, and and a control or in Base AMI Scattal High Consequence Infectional Diseases PRF Task and Findh Group, supporting elucidational requirement, and and a control or in Base AMI Scattal April A Gap Analysis to asses gaps in the carrent AMAI/AMS ducation provision has been commissioned and a contractor in Base. Educational proteinal views for AMI Scattal April Analysis on asses gaps in the carrent AMI/AMS ducation provision has been commissioned and a contractor in Base. Educational proteinal views for AMI Faring Base and the Commissioned and a contractor in Base. Educational protein views for AMI Scattanes remain challenging and some products will now be withdrawn, as BAG templates are overdue.	Amber
lated G). been am iarter 3	Red	Red	Exceedings and SBB (rannewsk) kunched on 3 September 2024 will associated published (2024) Regulty Inpact Accessment Published concurrently with Health Imprement Sociationa (HS) and Sociation Generation (SG) publications. Launch event planned for 14 March 2025 alongske HS. Finany Care Launch in February 2025 planned. Community launch count 28 Newmber 2024 at Sociation Trans conference. Gener Coldiant's A North Sociation (SG) and Sociation (SG) and Sociation (SG) along Accessing and Accessing and Sociation (SG) and Sociation (SG). Review work around the creation of an informed level elearning module is underway.	Red
srison Ayrshire	Green	Green	Unenticipated list of access to board level data delayed ability to undertake process mapping and produce guidance and generation transversite to support robust Mark Workfore planning in relation to implementation and rolling out of the occupational dassifications. A calculation has been implemented and expression of interact for new boards (November 2024 - March 2023) to specifically progress this, it has been receptined that consultation with National eLSS (Implayes Self Service) group will be required before final publication.	Green
ublicity popment arner's ying-start d-	Green	Green	Nexted national Physic Star Lasks meeting which was well attended by all Boards. Content methods for two for ben relenning mark (Drinice) Phirar disolations of Learning 3.5.6. Groups and Lasks Groups have fed back on proposed reference content ahead of final edd. Managers and Lasks pages live on Learning Hub, EQIA published and Product Estate review completed.	Green
d with iery, AHP, ent of with on o next vertised, d user ders. year.	Green	Amber	There is orgoing two-monthly engagement with the user formus which has stakholdes from maning and midwider, APP, apport outforced and Hiss, who are negating around results who are being developed through an expression of interest. The project tam have hisslead with XB significationard participa genetics of the portfolio, however, they are unable to support this year due to capacity constraints. It will be added for prioritisation for 2013/076 as appects around functionality require updating.	Amber

SG Recovery Driver De	024/25 ADP Dire	ectorate Medium-Term M	VES Strategic NES Strategic Theme Detail	NES KPI Reference	2024/25 Deliverable Summary	Q1 Milestones What you intend to have achieved by	Q2 Milestones What you intend to have achieved by	Q3 Milestones	Q4 Milestones	Q1 RAG Status	Progress in Q1	Q2 RAG Status	Progress in Q2	Projected Q3 status	Q3 RAG Status	Progress in Q3	Projected Q4 (2024/25 Year-
1. Primary and Community Care	6 NM	AHP Workforce data Pe	cople Support role redesign and service transformation across health & social care		Bref summary of the deliverable, outlining the intended action and what this will achieve in 2024/25. Ensure commissioned exbastion will be available for nurses in the community to progress through the HSI integrated community nursing development pathway to support delivery of community nursing services.	Q1 Host national Stakeholder group and support commissioned Hills to recruit up to 60 nurses for the PGCentificate ICM for September 2024. Regin to work with stakeholders to review the impact of the integrated community nursing pathmay and discuss potential education options for this workforce for education options for this workforce	Q2 Continue to work with stakeholders and agree education requirements for this workforce. Nurses who commenced the Graduate		Q4 Is Host National Stakeholder group to monitor and evaluate progress and plan for 2025/26 entry	Green	Baseline funding has been secured and a communication has been sent out to engioyens (NeS Health Board, Prison Healthcare, Care Home) inviting nominations for the Postgraduate certificate course commercing spacember 2024. Returns were due to to NES by 17 June and successful nomines have been informed and provided with instructions for applying to their VII of a place on the course. National Stateholder Group meeting took place on 14 May 2024, and we are now planning review with stateholders, to commence September 2024.	Green	Becultament has successfully taken place for a September 2024 cohort at UWS (University of the when of Socialina and QMU (Queen Nagaret University), Numbers of those commercing the postgraduate certificate, and nurses continuing into year 2 of the graduate diploma will be confirmed by the universities in October 2024, once any withdrawals or referrals have been taken into account.	Green	Green	Courses are underway, and nurses commenced studies in September 2024 as follows: Course Margaret University (DMU) portgraduate certificate - 23 (QAU Graduate Diploma 2nd year - 22 UNVS Graduate Diploma 2nd year - 28 UNS Graduate Diploma 2nd year - 28	End) status Green
8. Workforce 43	7 NM/	AHP Education, Pe training & workforce development	epte education, training and education, training and CPD across health & social care workforce		Ensure the Healthcare Support Worker workfore is provided with high quality learning, education, succession and career planning pathways to support delivery of new and emerging models of care.	The future. Continue to action Scottish Government Healthcare Support Worker (HCSU) commission objectives in respect of career pathways and articulation contact. Commence devolvment of HCSU and understand devolvment of HCSU and understand workforce largering and development needs and develop communication plan. Deliver support workforce learning on the GO online events.	Understate INCOW learning surver, Conduct the PAA Education, Training and Assessment and record learnon learned for future intakes. Deliver support workforce learning on the GO online events.	Commence data analysis from HCSW learning survey. Continue to deliver support workforce learning on the GO online events, analyse event evaluatic and build in lessons learned and recommendations into planning for	n Continue planning for support workforce learning week 2025. Progress	Green	Biocacions underway with Schlin Gowmenn regarding future detection and next tops in regret of Healthore Spopper Work (FU) commission. Healthore at a workshop on 00.5.2 A on marsing KCM wides providing an apportunity for boards to discuss work currently being undertaken, alwayer objections, law the impact these roles are having on savices and patient care. IKC90 unders the tearing savery has been developed along with communications plan and for you apport of the sample savery has been developed along with communications plan and for you apport of the sample Workforce Learning on the GO event series and planning underway for two session in Q2.	Green	National Healthcare: Support Worker Haming survey has been open since 1 July 2021 and classes 10 Contex 2024. The Prediscional Development Award (PIA) Leadsonic, Training and Assessment has completed cohors one of the pials and evaluated with mit all is learners completing and adviseing the PIA. A second pilot cohort has been advinited and will commence on 2 Cotober 2024. Obtered has support and/others learning on the CO ownine texts, one ex 27 August 2024 distanced the United August and August and August and August 2024 distanced the launch of a four pillers of practice toolkit resource and a session on 14 September 2024 don neurodivensity; our voices.	Green	Green	Data analysis from HCSW (Heistherars Support Workers) learning survey is underway with health board reports heigh period to support class class planning. Heigh we rational key mensages presented to HCSW Commission Steering Group on 9 December 2124. Health and a load or participant and the second steering HCSW roles providing a forum for sharing of particles and steering Group on 9 December 2124. Health and the second steering HCSW roles providing a load of before the support class and steering HCSW roles providing a load of Defensed two supports which real head to the O claim center. Health and the HCSW real Health Annual Health Annual HEAS Preferisorial Portfolia and 11 December 2024 on self-Confidence. Siltens you in more Critic. Data Health and Portfolia and 11 December 2024 on Self-Confidence. Siltens you have vertice staff group the decision was taken role progress with support workforce learning week 2025 but missing classification and the progress with support workfore learning week 2025 but missing classification and the progress with support workfore learning head to the providence staff group the decision was taken roles progress with support workfore learning head to O balance enders.	Green
8. Workforce 43	NMA O NMA	ANP Education, P training & workforce development	Lesa and deliver elucitori, uning and CPD across health & social care workforce	5099-No flimes learing products accessed	In line with the Health and Social Care National Workforce Stronge, we will support development of a high- angling, Malled and and and training aligned model and a strong aligned and training aligned to subdrace requirements, to meet service need with data informed and evidence based approaches.	Explore Resubility of a self/alternatively funded Non-medical partoriteristical (G) endocrany cohort. Complete data (Cohorteopy prior advantation. Plan engagement for national Percipacitive event and ground enfectued Percipacitive Career Development Framework. Plat COP work based to support baseds to recruit learners to new programmer. Confinue to support promotion for adoption of STN framework	Confirm fraat leasability of a usf)altematushy (unded Gi endoscopy cohort. Data analysis and write up for novelasticals, isoto for public and analysis exects. Support launch of plato COP work-based degree programme. Contribute to strategic discussion ref next stage of STN national activity	Final publication of non-medical y cystocorpy pilot evaluation and mecommendations for future delivery, and the second second second second second performance framework for determine alignment with revised MAMAPE & LCAD Development framework for Development for Develo	Hold rational event for non-medical endocorps assos feedback from event and develop action plan for future Competency framework for Association Practitioners revised in Feb 2024	Green	Endocorgo cahon feasibility - SEAA distributed is all relevant stakeholdens exploring patiential for disking variar and explored within the distribution of the state of the	4	Decision to gragers to a self-unded GT (gastrointesting) endocorpy cohord dement fetable and agree. Course lawal schedule GT analysis 205: Of the minimum is place regularement three have been routed and three are confirmed out to reculutioner at the time of report. Data analysis and with up more complete for non-modical policocycing. Full-attach has progressed to the final write up / edit stage for completion by end of Quarter 3. The plict Operating Department Practitioner (DOP) Graduate Apprentice (GA) standard has now been launchel end in the fact cohord of stadest commercing in Systember 2024. A startund plant been launchel end in the fact cohord of stadest commercing in Systember 2024. A startund plant plant plant and the startung of the Cohord Systember 2024. A startund plant factoring, Lawring and Innovation directorate), into busines as-usual operations in the Acade magnitume. Which has been actioned. The CPG AL datestraph policy and the University factoring in collaboration with the territorial baratin somitate service leads, and the University factoring in collaboration with the territorial baratin somitate service leads and the University factoring in the Vest of Stadestraph Quark (States) with the end by del magnitume. Which is consistent and equilable across 16% Stateshind. Hereise of the Caretor Policipanet The macro Vest End Policogensitive MANAH Workforce by the Periopensition Stateholder group and led by MSI's neaching is conclusion. Final changes are being confirmed in preparation for palalisation in the native west facuation component of Stateholder (Stateholder Group and Barree by STN Education and Workforce Group.	Green	Green	All is self inding endocopy places have been successfully recruited and have applied to the counsel survay 2025 contramism on schedule. Cytotopy enablind of the move complete and undergring internal review. On taxis to publish in annuary 2025. Operating Departing Postering and the second second been showed by the second second second second second second second second second has now been agreed and published. The Annual non-medical endocopy even thas been integrated with the perioperative careers and workforce events due to be held in Quarter 4.	Green
8. Workforce 43 8. Workforce 43	0 NMA	ANP Education, Pr training P development ANP Education, P training A workforce development		reporting that learning will improve practice SKPI10 – %age of workforce accessing	Asserd Affer Health Fordersions (2019) Careers followeight to treath and Cocid Care workforce and enhance the infrastructure that supports delivery of the interprofessional and cross sector scheme.	2024/25 will commence. Deliver three	Defer series of celline workshops, triale metanologie section and pere- learning set session to 2024/2025 cohort. Work with NMS Beach/vmployers to allocate funding for the V300 Prevorbing course, according to Scottish Government oriteria.	Consider Resubliding of encountement to AMP Fellowshops for ence tabled (2025/2005). Deliver series of online workshops, trademetorship sersion and peer learning group session to 2024/25 cohort. Deliver an online (Pet session for Alunnia inemibers). Volka with NBS Stantidymenphyses to allocate funding for the 1900 Prescribing course, excording to Scottish Government criteria.	Defers series of califier serichydau, friad mentorhyl erwysian an dpere lawnig aet session to 2024/2025 cohort. Work with NKG Boardy/employers 10 allocate funding fer the V300 Prevolving course, according to Scittah Government citeria and califirm number semalider Spelember 2024 and February 2025 intakes.	Green Amber	The 3134/25 cohort for AHP Concern Fellowship Scheme commenced on 27.05/24 with 34 fellows and profile Saw produced to introduce and growneit the fellows and their work haved projects. This is a delayed start due to the focal shuttlion and the programme is 30 months instead of 12. Bellowed three online sessions to Billows with included a persentiation frame. Clief AHP Officer an member of the AHP Fellowship Alumnii. Fellows are completing self-directed induction. Delayed and a clebratory having learning colline event for previous cohort (2023/2024) on 31.06 24. Discussions are planned with Scattlin Government to confirm criteria and funding for Non-Medical Prescribing for 2024/25.	Green	Deletered via volume assisten to 12 Andreas to date. Follow completed their Personal Development Personal Project Charter Meld the first of their demethody expressions with Foldows, propend Personal Learning Group PIGI Facilitators and first PLG delevered. Delevered an online session for Foldows memory. Jamagers on Subpersible 7202 the provide support adaptione and discuss the ask in respect of impact evaluation. Opened application for cohort 7 of the fellowship scheme on 18 September 2024. Finding has been confirmed by Sostish Government and nominations have been received from NeG Boards and are being reviewed to ensure criteria is met to allow allocation of funding.	Green	Green	Securities for AMP reliabedbys calcular 3202-54 cancilated in 6 November 3204 with 32 applications render across sever professionants and four carrer levels. Novel a Seal metang hald on 9 December 2024 to discuss applications and agree those who will be offered the followship opportunity. Defense either either and the second of the triad metanchip secsions with Fellows and the second Peru Laming drop secsion. Defense of a Continuing Professional Development (CPD) assiss on druge management for adumni members on 30 December 2024. Triading has been allocated to NNS Badar Sectioning 5 Social Docemment criteria, and Purchae Chefers raised and sent to Boards for students commenting studies in September 2024.	Green
8. Workforce 43	2 NM	AHP Education, Pe training & workforce development	eople Support role redesign and service transformation across health & social care		Fund up to 100 General Practice nurses per year to complete commissioned and funded Higher Education Institution (HEI) modules in line with Transforming Roles programme.	Liaise with Scottish Government primary care colleagues and National General Practice Nurse Leads to determine the current education and training requirements of the GPN workforce in line with GPN Transforming roles		Advertise funding opportunities, review applications and allocate te funding for education as agreed in Q1	Monitor progress and completion and report to sponsors	Green	Discussions are taking place with Scottish Government to confirm criteria and funding for General Practice Nursing for 2024/25.	Green	Funding has been approved and funded education opportunities advertised on the General Practice Names (GPN) pages of the NES weeks and around the GPN networks. Funding as available for commissioned modules at URI (University) for highlinds and statisation of the statistical of t	Green	Green	Applications are still open for funding for modules in Prescribing, Leadership, Research and Clinical Autestment and are being collitatic, reviewed, and responded to an a weekly basis. Parchase orders are being nised on an upging basis occur muses confirm they have accured a place on a con- Nunses are entoling on the January 2025 commasioned courses at the University of Highlands and blands and the University of Dundee for Minor Ingaries and Minor Illness.	Green
8. Workforce 43	4 NM/	AHP Education, Pe training & workforce development			Delete a minimum of 325 Sortish Multipodesional Maternin Development Frogramme (SMMDP) course to approximately 400 approximately and relevant proceeding that that and a start fly Much 2025, for the year ending March 3025, this will include a minimum of 110 courses for approximately 1.300 staff.	course provision prioritised for neonata	Deliver a minimum of 60 courses for approximately 600 staff, with 50% of al course provision prioritised for s neonstal resuscitation and obstetric emergencies (core mandatory training).	Deliver a minimum of 90 courses for approximately 900 staff, with 50% of course provision prioritised for neonatal resuscitation and dosterric emergencies (core mandatory training).	Deliver a minimum of 110 courses for approximately 1300 staff, with 50% of course provision prioritised for neonatal resuscitation and obstetric emergencies (core mandatory training).	Green	In total, 35 courses have been oblewered to 373 staff, with 72% of course provision prioritists for concotal rescatching assisting septicitally for resonant staff on maternal factors, junctice and deliver, three kenning vessions septicitally for resonant staff on maternal factors, junctice and recognition of the united india, were factoristed in classific 1 with 64 participants in stafi. A webbin verify setting the table to a participants fiscused on stabilisation of bables, with or abilitation the metil for these tab transports.	Green	on a conne. In a conne. In a conne delivered to 687 staff, with 71% of course provision prioritised for neonatal resuccitation and obstetric emergencies (core mandatory training).	Green	Green	In total, 134 ourses have been delivered to 1.123 tatil, with 245 of course provides prioritized for neoastal resulcitation and obstetric emergencies (core mandatory training).	Green
8. Workforce 43	5 NM/	AHP Education, Pe training & workforce development	Epple Lead and deliver education, training and CPD across health & social care workforce	SKPI11 – %age learners reporting that learning will improve practice	By employing the principles of the Samily Nurse Pathenship (10P) (Education Strategy provide the Core HP Education Programme, Incolding excess to the Proteissional Digition is Employing, and the Cortemang Professional Development (EVD) Programme for 4 minimum of 60 Family Supervisors. Deliver the Core HP Education Programme for a minimum of 60 Family Nurses and/or Supervisors and the Continuing Professional Development (EVD) Programme for a minimum of 100 Family Supervisor. Continuing Professional Development (EVD) Programme for a minimum of 100 Family Nurses and/or Supervisors and the continuing Professional Development (EVD) Programme for a minimum of 100 Family Nurses and/or Supervisors and the contingent for COV. The Professional Diploma in Family Nurses and Interfere Nation Quark Q202(2).	from previous year) as part of the core and supervisor education programme during quarter 1. The CPD programme	Q2 Deliver education to 48 family nurses and 5 supervisors (including cohorts from previsors year) as part of the core and supervisor education programme during quarter 2. The CPD programme will be offered to 40 famil nurses and supervisors. The Professional Diploma will be offered during quarter 2.	and supervisor education programme during quarter 3. The CPD programme	e programme and a minimum of 70 participants for CPD. The Professional Diploma in Family Nursing will be	Green	Covernous assumed for the Protessional Dightma in Family Narining following the successful external verification with time Social Adaptitications. Anthoring Social, Ion Quarter 131 Stamly raises were engaged on the Professional Dightma in Family Narining programme. The ourse programme folicitated deutation for social of 35 family numes (this fundament and the outbracking the dightma). Supervisor education was required for a lower than anticipated number, there are currently fine apprentions in education and the fulfills 2004 devices requirements. As lismity numes and supervisors encaged in CPO during this quarter.	Green	In Quinter 2 there are four cahors, totalling 27 tamily nonus progressing through the education organisme. Of these tracy 24 are undertailed the Professional Dipolation in Snihily Narusing. There remains fine supervisions undertailing the Supervisor deutation and Mentoring Programme. The Contraing Professional Development (PD) programme has been facilitated for 102 Family Nurse Partnership supervisions and family nurses.	Green	Green	In Quiter 1, four orbits totaling 22 family nurses were in ore Family Nurse Pattership (NPP) execution. 52 (of 7) completed ore execution and 12 (of 22) family nurses successfully completed the Professional Diploma in Family Nursing. In Quarter 3, seven PP supervisors continue through the Supervisor Education and Mentring regramme. The continuing professional development programme has facilitated education for 65 family nurses and supervisors. Appdcast series in now May publiched with optic publicad aming to public development educational resources. There are 380 downloads to date.	Green
7. Women 43 and Children's Health	7 NMJ	AHP Education, Pe training & workforce development		SRP11-Ysage learners reporting that Learning will improve practice	Provide extractional activities, training and/or resources to support the continuing professional development of the beathst and care versification and young program is forsitiant. This provision will encograme, respect and promote children's lightst and reflect the policy and strategic functionage (Extra ge R-light and the programme activities) and the strategic strategic programme, the strate activities and the strategic	A minimum of 2 of 10 activities, sessions or reasources will be provided. This will include an e-tearning module development for GIRFEC	A minimum of 5 of 10 activities, sessions or resources will be provided	A minimum of 7 of 10 activities, sessions or resources will be provided	A minimum of 10 of 10 activitie, sessions or resources will be provided	Green	An event for Alleck teachs holosismals (AMP) working with children and young people (CM) share improvement projects lisked to better outcomes for CMT in addition, an evaluation of the AMP community of practice was shared a conference semant-480 attended a welcan on bash and provide the additional and the additional additional additional additional additional saming in practice and DMS agreed the homen globycomes ware me. The of adaming methods for the other additional additional additional additional additional additional additional factors in additional additional additional additional additional additional additional stage with NES digital and skilled level module at final review with stateholders.	or	A health inequalities webrair foroased on child poverty was oblivered in Quarter 2 with over 800 colleagues points, executes from the event and supplementary information via a Microsoft Swary presentation was made available to delegate. Online infant feeding emetro training was facilitate presentation was made available to delegate. Online infant feeding emetro training was facilitate presents in the Aller Microsoft (aller growmark) of presentation and and and presents. The Aller Health Prefericionals (by growmark) of present combines and control has 750 members. So far this year, six achities, essions or resources have been provided, inclusive of one event, one conference seminar, two webians, one training session, one Sway resource.	Green	Green	During Quarter 3, 275 colleagues joined our webiner reflecting on the Saving Luee, Improving Mother's Care regort. The webines were provided about our transmismed matering services project: with 165 colleagues joining and more testions planned during Quarter 4. There were two large provided to the service service and the service service of the service provider with the service service service service services and the service participant's. The on undis-professional tearning modules are published on Setting 1 right for training on infant teeding means provided during Quarter 4. Project management to accretization (p) publicity. The public service service service service service substraining the service service service service service publicity. The service service service service service services are service services and service services the service services are service services. The service service service services are services and service services are service services and services are serviced as a service service services are services and services and services are services are services and services are services are services and services are services are services are services and services are services	Green
8. Workforce 46	NMA	AMP Education, P V training & workforce development	Lead and deform executor, romining and CPD across health & social and workforce	SIP12 - Alage learners social gearning as 80% or above	Implement, evaluate, facilities and use assessment methods to monitor the effectiveness of the work elevels from the infection Previous Control (PIC) classical Stategy communication classical program that success and the second stategy communication of the second stategy communication that success and the second stategy communication and can be easily accessed by the workforce. This will involve moving our current product existe to the new authoring tool RIGE.	metadata information to allow users to	systematically, with a specific focus on	governance. We will use analytics to n track engagement, completion and update of educational materials and	Workforce Education Advisory Group which will meet 4 times during 2024-25	Amber	Metadation of UBAS Learn for almost all products now updated. Long-term staff absence rehouse lann apacity. Project will be completed in ULA SMCUP Resources UBAR Finder was bunched to make it easier for staff as find resources on the IPC. Date. Good Interditative resources on project to create one evaluation quarkstone, which fits in with our enkinen of quarkstonesite. Project will be completed in Q2. In collaboration with NRC National Services Southed and ARMAI Sostiend, our outriests simulation staffs are started as the Staffs and Services Southed and ARMAI Sostiend, our outriests simulation staffs and the completed in Q2. Southed Services Southed and ARMAI Sostiend, our outriests simulation were delevered at the NIS Areau Virtual Conference (24 April 2024) and the NIS Southed Service all here completed in C2. Southed Services Southed Service Southed Service all the completed in C2. Southed Services Southed Service (C2) and C2024, and the NIS Southed Service and D2 and C2024, and the reproceining of angemation at Anticus conferences (Service) from angematic all contents and an and souther complete and program is success in exhancing workforce competency in manage all cubrests and environsitive the source of angemation at Anticus conferences profilers, Bene adheements demonstrate the program's success in exhancing workforce competency in manage the effectiveness of our educational efforts.		We continue work to move the SPVCP (postbal hieldion Procention and Control Education Pathennyl Foundational uper modules to the Ancideant Reas androng tool. The first two modules an Isoma are now integrated in the modules to increase user findback. The project buyches all and the analysis of the ancideant to increase user findback. The project buyches all accessibility regularements. Additational conferences: Curr orgoning partnerships with ABH4/Social nr cognition access includes professional partnerships with ABH4/Social recognition access includes professional ABHC conference, David Social ABH4/Social Recognition access and Prosentations. ABHC conferences, David Partner, ABH5/Social Banch Conference, Algust 12, 2024, IPS Conference, Superships U235, 2024 • Abstrask Angeland, ABHC conference, Includes 24, 32024, et al. Increased access and the topic of partnerships with a future. Quality improvement and Education, "December 5, 2024 • Abstrask Angeland the topic of partnerships with a future. Quality improvement and Education, "December 5, 2024 • Abstrask Angeland the topic of partnerships with a module with Markov Cuanulary y 2025.	Green d	Green	Outbrack simulation Training: Megress continues with nucceful growder trainow Consulting to commence a medium / long-term pages continues with nucceful growder trainow Consulting to account formework and grocosise. Seegration of more for bothock forms has been in the second symmetry and the	Green
8. Workforce 46	7 NMJ	AHP toining P toining P workfore development	and service transformation across health & social care	reporting that learning will improve practice	Career Models and Workforce Enhancement recommendations of the Scottab Government AIIP Workforce and Education Review.	need for Advanced Practitioners	d Development Needs analysis for scoping. Host one on line: workshop advancing practice prior to scope	recruit Serior Educator and Specialist. In lead to support deliverable of Socialist Government Commission – Transforming Boles AHP Advanced Practice. Identify key stakeholders an develop robust consultation methods to progress agreement across all AHP profession on a statooul definition of describe the role and titles of lovels of practice.	sets out the vision for AIPP advanced practice in Sociation. Identify robust d oversight and governance process for the development of knowledge and skills frameworks in priority areas and hat align with Transforming Roles methodology. (Original milestone - Publish findings of scope including proposed educational pathways to support AIPP Advanced Practice Host online national event.)	Amber	MMAPE wass, chair of Sostitub Rosector of ANH (SSMMP) and CNCD policy offeren due to avera 1 August 2024 to doors potential commission of SAVH M, SSA Mey stateholden to exabilita SSWE to develop national definition of AVH Advanced Practice and to create an ANP Transformation allo disatene gapes on how to develop and support AVH Advanced Practice in Socialita. Lissing closely with health and Care Profession Council and Chel Alleel Health Prefession Officer All and and Care Profession Council and Chel Alleel Health Prefession Officer Lissing Councy with Health and Care Profession Council and Chel Alleel Health Prefession Officer Lissing Councy with Health and Care Profession Council and Chel Alleel Health Prefession Officer Lissing Councy and Data Councils. Control Council Science Council and Chel Profession and Workforce Review.	Amber	Arether to the update provided at Quarter 1, the content of the new Tomforming Notes, AHP Advanced Practic commission has now here upgered with Sotibit Convernent (56) object leads, and funding continued. Revised militatores for Quarters 1 and 4 of this deliverable have new been agreed with Sotibit Normanner (56) and approved by the NES Sotucher Team. Band 4 part included to and Band 7 and 8 adverts states on 5 October 2024. Intermeting the underspeed by the Sotubit of the Sotubit of the Sotubit Content of the advertage of the Sotubit of the Sotubit of the Sotubit Content of the underspeed being used to support Expression of Interest and undertails preparatory work on deliverables of commons, in - Statibit a Contest Restoration Faith Advanced Practice, Develop National Nonemotizate to Advancing Practice, Nigh AHP advanced practice, Sotubit Contest and Sotubit Contest and and the Sotubit of Sotubit Advanced Practice, Sotubit Contest and Sotubit Contest and and Sotubit and Sotubit Contest, and and sotubit contest to the Sotubit of Advancing Practice, Nigh AHP advanced practice, Sotubit Contest and Sotubit Sotubit Contest, and and Sotubit Contest, and Sotubit Advanced Practice, Sotubit Contest and Sotubit Contest, and and Sotubit Advanced Practice, Sotubit Contest and Sotubit Sotubit Contest and Society and British Distension Association National Conference.	Amber	Green	Society for explanent to Series Educator and Specificit Land point commencing werk of 6 January 2025. Preparations was undertaken by Expression of Interest Including 22 presentations to strategic groups and four executer articles to raise avareness of aims of forthoming commission times of reference and membership of Sectors (groups, Sakaholder Group and Reference Group agreed werk Policy Lands and SJAMP (Society) Directors of AMP); governance, reporting and methods of engagement agreed for delivery of the four outcomes of the commission.	Green
8. Workforce 46	4 NM/	AHP Education, Pa training & workforce development	oople Support role redeslign and service transformation across health & social care	SKP11 — %age learners reporting that learning will improve practice	Transforming Roles - Jedentify profins y service areas and roles where reabaging the multiprofessional health and care workforce will significantly impact on care needs and take forward actions from the Transforming Roles programme workplan.	skills frameworks for neurological,	Review previous Transforming Roles outcomes and make recommendation for action to the Transforming Roles Steering group to inform the programme workplan. Finalise content for neurological, general practice and priscin health care nursing knowledge and skills frameworks and work with design and digital to publish these on Turas.	Is embed the knowledge and skills frameworks in practice and continue t progress specified work according to it the timelines set out within the workplan.	according to timelines set out within	Green	Content for the frameworks is being developed by subject specific subgroups and progress was reported to the Transforming Roles Steering Group at its meeting in May 2024.	Green	Context complete for Neurological competencies framework and endorsed by National neurology forum during Sperimeter 2024. Context for GP and Prison nursing being finalized. Neurology frameworks currently being digitised for TURAS publication.	Green	Green	Neurology (76W) Specials C cardiology muse frameworks endored by the Transforming Roles (TR) Serving Group in Norme 2024. Neurology and Cardiology frameworks have been published on frameworks web page. Prison nursing framework will be reviewed by TR Review sub committee in January 2025 and presented to the TR Steering Group, also in January 2025.	Green

SG Recovery Driver De	2024/25 ADP Sliverable	orate Medium-Term M Priority	IES Strategic NES Strategic Theme Detail	NES KPI Reference	2024/25 Deliverable Summary Brief summary of the deliverable, nutlining the intended action and what this will achieve in 2024/25.	Q1 Milestones What you intend to have achieved by	Q2 Milestones What you intend to have achieved by Q2	Q3 Milestones What you intend to have achieved by	Q4 Milestones What you intend to have achieved by O4	Q1 RAG Status	Progress in Q1	Q2 RAG Status	Progress in Q2	Projected Q3 status	Q3 RAG Status	Progress in Q3	Projected Q4 (2024/25 Year- End) status
7. Women and Children's Health	98 Corpor	Education, Pri training & workforce development	Implement expansion expansion experiment reperiment to inform our work	SKPI27 - no of NES programmes demonstrating active engagement of people with lived experience	Advance NES's approach to Children's Rights, The Promise and United Nations Convention on the Rights of the Child (NGK2). NSS provides a range of evidence which recognites, respects and promotes the human rights of children which are integrated and considered in relevant activation and resources (NSS will evidence half of hildren's rights are recognised, respected and promoted as an integral part of relevant activity, education and resources for the hashaft and scalar countries of the provided in activity propring period and regionary profile provided in activity, education and resources for the hashaft and scalar counterplant provident activity, education and resources for the hashaft and scalar counterplant include educational solutions to address the policy and legislative agenda relevant to, for example, the United Nations Convention on the Rights of the Child, Getting & Right for Every Child, and the Promise.	social care workforce. Design a project	increase their understanding on a children's rights. Consideration of options and identification of capacity to support	Through the UKCA hosposition Through the UKCA hosposition delivery a minimum of 2 active terming activities during guarer 1 at terming activities during guarer 1 at distion, publish new clearing modules one at informed level and on auti-disciplinary workforce on Germin multi-disciplinary workforce on Germin multi-disciplinary workforce on Germin Bights for for your public (GRFC). Initial durit of approach/framework developed.		Green	We regulated to the United Nation Convertion on the Tights of the Child UNCCI (patients) guidents constantiation. The commissioned ORCCE projects is support health backed until englementation is related with March Spectra Schwertson strain garoing and 126 Colleagues strateded a short online escion during surfar 1, with Section 3 periodi and 126 Colleagues the UNCC Used head would will active propresention maticinally, and prevaid SFM of members feel their loweledge and avareness has increased since KS support commerced. In addition, we have underklam 5 Individual band discontinue multiple support prevaid SFM of the Hearting section development and three bands with resource development. A children's right-backed operaults (particular band) head KS disconting in the control and schweise discussing child-right hadgering.	Green	Assumes adving of the United Matters Convention of the Rights of the Child (Incorporation) Securiting (Az 2024 memory sprint) - soft within MS-mells the respond provides to Rash) advant. Jie meutor cells assumess associations are note complete with new f200 callesgina joining the assissions since June 2024. A mecoded version has been made available as a result resource and other section was advanted and a versions and believers and children's rights for health board children's rights leads in addition to a focused discussion for the national health board. Manning is indexing first leads in addition to a focused discussion for the national health board children's rights leads in addition to a focused discussion for the national health board. Panning is indexing for future software and the sprint with MS Finance and Pancement colleages relation to hold rights budgeting. The NSC Shiften's Right Subgroup continue to dentify actions for each directionare high promote add of or there followers' rights and the Specialist Lead is in post, currently until 21st annuary 2025.	Green	Green	bedi 2-4 framework generated to the IECSU (Intelliterant Support Workers) Commission Starting Croup for review and approval, with Support of gene. Provide a format lowark to Charter & Lett Company and on the Intelling Office Commission Starting Commission Starting and Commission Starting group meeting to support and direct oragoing Lord's 9 activity. Wowever, Jonita (and gen that with the NMAHP Lord 5-8 Development Framework refresh anticipated in 2025-26.	Green
8. Workforce 469	99 NMAHI	P Education, Pa training & workforce development			Co-protect and publish a midwaffer development framework and coordinate development activities for perinate health and care support workers and advanced clinical practitioners in midwaffery by March 2025.	Engagement with stakeholders for scoping.	Analysis of scoping findings.	Co-production of development framework and associated activities	Launch of development framework and programme of development activities	Green	Level 2.4 HCSBF Framework completed and work recommenced on Level 5.9 Midwillery Development Framework with szeering group meeting hold.	Green	Level 7-9 activity has been refraused into 2 frankforming fields proposal for expedience following analysis of combinitory accepts or understand the parameters of this work. A shorther service methy analysis is being derived for completion in Quarter 3. The extent INAUAP development framework is being refreshed so midwifery contribution to this work is also planned to avoid duplication of effort.	Green	Green	bert 24 feinnereurk presented to be IKSU (Healthcan Suggert Horker) (Cammission Bereing Group for review and approxil) with approximation group and an end and an end and an end registry work on the refresh of the associated xillis parsogers. Transforming Roles gave approve Networther 2023 Areasting group meeting to support and refer comparing Level 5-9 activity. However, Joshing to align this with the INAMP Level 5-8 Development Framework refresh anticipated in 2025-26.	Green
3. Mental 470 Health	DO NMAHI	P Education, Pe training & workforce development	Ead and deliver education, training and CPD across helth and social care workforce	reporting that learning will	Work jointly with the Mental Welfare Commission to enable the development and delivery of a range of electation and training opportunities to support wolfstore understanding of legistian and at protecting right and application of the Adults with incapacity (Scottind) Act (2000) in health, social care and social work practice across Scotland through the development and delivery of educational resources.	Begin development of education s resource/opportunities for those staff who are dealing with more complex AWI situations or decision making (ie the 'specialised' level of practice)	Conduct scoping/consultation exercise with carers and other stakeholders to review and inform plans	Pilot Ix education resource	Deliver education resource	Amber	Delar ja norfimation of funding to progress practs to phase 2. Confimation residend late in Quarter 1. Be estimationent of partnensky noving and project primerikas and project resuming. Commencement of educational solutions for specialist level of practice now in progress.	Amber	The content development of the second e-kenning module (education resource) has been completed and is now with the digital term to be buil. Plans for portacts looking at delayed discharge from hospital are progressing. Due to unforces micromatances the capacity from the MWC has been severly limited during this quarter which has resulted in delay to expected progress.	Green	Green	Adults with Incapacity (AWI) etterning module 1 - Over 1,500 learners have accessed module. AWI eterning module 1 - Review of feedback from 500 learners develop a detailed report summarizing the byte finding for presentation to the AWI governance group and project partners. AWI eterning module 2 - Developed and built, final iteration pliot testing about to be undertaken.	Green
9. Digital 476 Services Innovation Adoption	OS NMAHI	<ul> <li>Education, P ( training &amp; workforce development</li> </ul>	ople Lead and deliver education, training and CPD across health & social care workforce		Support implementation of the Recommended Summary Plan for Emergency Care and Treatment (RidSPECT) on It be National Digital Platform (NDP).	Scope resources and report on finding:	In collaboration with NTS and tableholder groups develop a training plan	Develop implementation plan and commence delivery	Asses and monitor progress and feedback	Amber	Through the scoping exercise it became evident that the RERICT form d d not meet the needs of the Sostish population. Significant condent with other car plan including the needy designed one for Sostind, Treatment Esculation Rm and Future Care Reinning work. Within the group regronable for RERICT, a decision that are alse to design a new digital form that is bepole to meet the needs of the Sostish population.	Red	While a decision is pending on whether the Recommended Summary Rein for Immegnery Care and Transmere (ReidFC) will be relied on its in current tom, registered are or supplemented by the My Fauth Care plan, no further progress has been made on supporting its implementation within the PA. Instade, efforts are non-focated on consolitating all palliters are resources, which will be hasted on the TUMAS Learn platform. To maintain dear communication between NS and the south Comments (EG) (anothity metreling has been entablished for track progress and set timelies for key milestones. SG expects the noilout of the My Future Care plan to be completed by March 2005.	Red	Red	Scattalin Gowenneret (SG) protories have shifted to focus on the My future Care Plan' Initiature, Volving advorgate the NS Technology Svince, the work induced informing context and developin educational materials for its rollow. Stand-ogo occur there tires weekly, with fortingiely SG meetings to review progress and context. ResPECT contrusts to be used within several NHS boards however national progression is no planned at this time. Development of a "Once for Sostian" All' is not consultation, alongies the review of the "Plantation and End of Life Care" deucational memory, high with complement the training. NSt has formed a goot to review plantation care training for a submittion, alongies the training NS. That formed a goot to review plantation care trained and the care deucation of the state statistical an unbiddication of the care" deucation for fail and the state statistical an unbiddication of the states for the states and the state state statistical and the state state state of the states of the state state state and the state state state state state states and the state state state state states and exception on TUNCs, and SG has at calculate an unbiddication of the state state state state state states and and the state state state state state states and exception of the state state state state states and a state state state state states and the states reported Red at Q2 and was projected to meanin Red at Q3 due to the original reviewed to reflect the memoded delever planner of Red SFC(T), the 2024/25 Q4 milestone with prevised to reflect the memoded delever planner.	ds, ir b h6 ii ii ii ii ii ii ii
8. Workforce 470 8. Workforce 477	09 NMAHI 12 NMAHI	<ul> <li>Education, Pr training &amp; workforce development</li> <li>Education, Pr Education, Pr training &amp; workforce development</li> </ul>	CPD across health & social care workforce tople Lead and deliver	SKP111 – Skage learners reporting that learning will improve practice SKP111 – Skage learners reporting that learning will improve practice	Definer the Assessment of Capacity programme to cohorts of approx 60 Advanced Nurse Practitioners (AMPs) per year. Develop earn as-you-learn routes for two Allied Health Professions Healthcare Support Workfer (HCSW) priority areas identified in 2013/24 coping work and as required by the AMP (ducation and Workforce review linking with Next Gen of INN (Nigher Nationals) framework and interprofessional opportunities arising.	23/24, work with HEIs to integrate the programme into ANP training Establish specific stakeholder group for each of the priority areas. Work with SQA to contribute to development of Next Gen HN qualifications and draw of	Advertise and recruit to the programme and continue to work with HSS Host a minimum of 2 online workshops to engage with AIP's on the development of the earn as your learn routes and link with the Net Gen HN qualifications. Specificities the financial implications for eligibility ontries for prospective candidates. Development of learning materials	to cohort 3 Host one face to face stakeholder event to showcase developments. Identify step-on / step-off points.	Continue to deliver the programme to cahort 3 Validation of 2 educational pathways for AHP ACGWs, and relevant others, and negotiate potential routes to registration.	Green	Communications send out to Advanced Name Practitioner (AMP) Loads in the Health Boards. Applications to undertaile the course to be managed and collected local by AMP loads and to be sent in to MSS for approval for the next cohort commercing August 2024. Contributing to SQA Next generation NMAHP group and to the AMP com module group. These areas the bring explored diversioners: Prevander (Physichemy and gench and Language Therapy profession specific module design groups being established. Potential anticulation routes being explored with HEI partners.		Recultered to calcula Tas been successful and the cohort is now underway, web 10 Advances Narva Pactitions(H), Web having commonsheed the course on 30 August 2004. An online information susion was held on 51 August, and an on-lee drop in section on 59 September to help the candidates and the use gueralizes at style and their way treated the course. Work continuing with the Quality Development Team (1001) muching Sociation Qualifications Automatic, sociation Geometre, MLS, 1914 and FC providers, Colorona include, seria sy our learn durations, working accounted, more agained instruments' toxat. Tables and a system and automatic statistication and a statistication while options are being explored, progess continues with the core and three profession specific pathways.	Green	Green Amber	Advances Hours Practitioners contrate to wark their way through the online element of the course and are subhitting their documentation for the paracise element. A second doc <sub>1</sub> in assuming wait in November 2026 for nurse, / uppervisors to ak any questions they may have as they work their way instage the course. Beview meeting held with Scottin Governierre, Scottish Qualifications Authority (SQA) and NES to appear next stays following options papers. Focus for Quarter 4 will be on Iam as you kann notes focusing on parametisme, Speech and Language Theory and Physiotheory, Due to challenge of the Instage angle establishmore that the like with Continue contribute to the challenge of the Instage angle establishmore that the like with Continue contribute to the challenge of Quarter 4.	r Green of ent
9. Digital 44 Services Innovation Adoption	27 NTS	National Digital Pe Platform	erformance SG delivery partner for leadership, digital and data	SKPI38 – Availability of NES systems (internal and external) SKPI28	National Digital Platform (NDP) provides cloud infrastructure, common services (such as identify and access management, structured and unstructured data services) and standards upon which NHS Boards, Social Care an other organisations can use to build products and services on to improve Health and Social Care in Scotland.	Mature services to support internal workloads	Mature services to support DFD & DPDP	Mature services to support other external workloads	Mature services to self-service	Green	Progress delivering Authentication service and unstructured data service. Delivery in progress and moving into end to end testing for initial first use (digital domatology). Planning completed for Quarter 2 to work to mature these services for generic use cases.	Green	Authentication service and data storage service deployed to production ahead of Digital Dematology go-live on 29 October 2024. Demographics service integrated with third party application to support the same use case.	Green	Green	Support of go-live and rollout of Digital Dermatology solution (which uses National Digital Platform NDP Authentication Service, NDP Data Storage Service, and NDP Demographics Service). Discovery work and inial development to Digital Forto Door (DPI) rogressed. Progress continues in maturing and genericiting NDP services.	Green
9. Digital 44 Services Innovation Adoption	29 NTS	Realistic Medicine Pa & Value Based Health & Care	srtnerships SG delivery partner for leadership, digital and data	SKPI38 – Availability of NES systems (internal and external) SKPI28	Delivery of products / services within the Health and Social Care domain as agreed with relevant Sostibio Covernment stateholem. This include: TURAK vescionation Management, SQ Dabbetes, Weight Management, TURAK Real Time Staffing, Family Nuise Partnership, OpenRyes Optometry Electronic Patient Record and TURAK Care Management application.	TBC	TBC	TBC	TBC	Green	Burines as usual work has been carried out on all products; confirmation of strategic objectives is still availated from Socialia Government, these were ted to the funding confirmation which was not received by end Quarter 1.	Amber	Bainess as usual work has been carried out on all products; confirmation of strategic objectives were not confirmed by Sotishis Government, these were tiste to the funding confirmation which was not received until mid-Quarter 2. Progress has been made with the national implementation plan for Fyreare and the Cataracts pathway is due to go live in October 2024.	Green	Green	Businesa as usual work has been carried out on all products. Progress has been made with the national implementation plan for Syecare. The Cataracts pathway is due to go live in October 2024.	
9. Digital 444 Services Innovation Adoption 9. Digital 444	40 NTS 42 NTS	Internal Pe efficiency, sustainability & affordability Workforce data Pa		SKPI41 – Adverse events: no of category 1 Information Governance events SKPI25 – %age of service	Continuous improvement in ability and capability to evidence NES compliance to legislative edilipitions under information law, using a softeneres to Data Protection, NBS Regularios, TQ(D)A, Public Records Sottland, including national information standards (e.g. Beffrahed Public Sector Cyber Resilience Framework), and brande regulatory compliance that NES is required to adhere to. NIS will consolidate its position as a national centre for evidence on the health and social care workforce. To	Achieved 92% compliance rate for NIS Progress Review Audit Publish quarterly statistics in Q1 for th	Develop action plan to manage outstanding NIS Audit recommendations. e Publish quarterly statistics in Q2 for the	TBC Publish quarterly statistics in Q3 for th	TBC Publish quarterly statistics in Q4 for the NHS Scotland Workforce	Green Amber	NS Audit results received and very positive scores across all measure. Assurance distributes continue to be utilised within NTS to assess compliance, and Vius Goals being piloted to enable overall tracking of information Governance \Assurance team work across NES. Workforce publication for this quarter had to be released in Phases due to data quality issues from	Green Amber	Action pin in place to address outstanding NS audit recommendations. Monitored by the NES Assurance Forum on a quarterly basis. Workforce publications issued to the normal process. Work to consolidate the improved eESS data	Green Amber	Green Amber	Action reported to NES Assurance Forum on quarterly basis. Third year audit of the three year cyclic will be held on 29 May 2025, with evidence submitted by 21 April 2025. Securing the eRostering data continues to be dependent on agreeing the necessary information	Green
Services Innovation Adoption			workforce data	providers using NES provided workforce data	linkage, analysis and reporting of data. This includes quarterly publication of Official Statistics for the NHS Scotland Workforce.						the SWIS Steel ora providing WTE (White-Time Equivalent). Therefore initial release of workfore information floaders on headowart and a some update will fload an generated. Progress on securing effortering data has stalled due to lack of resource, but utilizing improved eES data is progressing.	s	continues, as well as work to exerce the efforcating data star, with declared information Generance [10] reservance nein place. Hence, capacity constraints and technical complexities in relation to 16 and eEES data means that the overall improved workforce data work is behind activated. A proposed on a national reporting service for efforcations is underway and arining to be defined to the quarter. The biotenait Workforce Data Information Security and the proposed Occupational Coding, further consideration of generance for this to be determined in parallel with hands-on work in NES Psychology to improving coding for the Mental Health workforce.			Goversmore (G) controls. A Data Protection Impact Assessment (DMA) has been drafted though is epite comples so work is ongoing to get this time fright place and then signed off. Boards will have to provide approval for MSS to receive the data - this is also in hand. Once we have this we can there are made to the source to do this. There is also a draft proposal underway regarding the service that SS-B all provide for handling. There is also a draft proposal underway regarding the the service that SS-B all provide for handling. There is also a draft proposal underway regarding the service that SS-B all provide for handling. There is also a draft proposal underway regarding the service that source is the service that the new natural distancing Operational Group- initial distance of their pairs to the definition of the Manago GME (COM) presentatives to a usest distance of their pairs to the the fraction of the made of development and testing to make to as etc. The more simple SSMS (Spectration how/GF are information standard system) feed (flough we'l still have access to be the pairs). All distances to take place regarding the intent and outcomes majured to enable that exastessment.	en en e of nd
9. Digital 45: Services Innovation Adoption	70 NTS	National Digital Pa	SG delivery partner for Ideatable, digital and data	SKPL4 - no of innovation initiatives with NES investment	Delevery of support to the Accelerated National Innovation Adoption (JANA) programme. This will predominately faces on Digital Dennicologin 1024/27, however there will be one reggement and potential asks of the NE Technology Service (IVTS) as the ANIA Technology Delivery partner.	ANA Programme (1 Deliver a Media Store for Digital Demistology	of digital dermatology solution Q3	around Heart Failure programme Q4 Support design of system for heart	of system for heart failure and	Green	The textional Digital Platform (PDI) Data Storage Services team delivered a solution in Quarter 1 that is ready for delay partners to integrate whi, n a stage methormment, that needs the requirements of the Digital Demantalog project. Quarter 2 will focus on production readiness and addressing any outcomes of the end-to-end testing of the integrations in staging.	Green	Following successful ford to fair (122) User Acceptance Texting (UAT) of the Digital Demandage indicial service (Effers) with three kunch Metal Boards (Mich Shaning, and Shaneyan, Metal Greater Glagow and Clyde / GGC AMS Lothian), the argummer received approximate to point with Briglian Demandage Tragmannes. Delivery Board on 24 Coubler 2024 As of the 13 Cociber 2024 the programmers than have successful completed a line tost with a GP practice in NMS GGC. This is application threatones to successful completed a line tost with a GP practice in NMS GGC. Cleared to start a staged rolloud of this service from 4 November 2024. This has been an example of pract collaboration between NKS Technology Service (NTS). National Services Social MG2, Clearet for Sustainable Delivery (CSS). Stackowshitemet Digital Health and Care (DHaC), Consultant Connect (C) and Local Health Boards.	Green	Green	Following approval tog live at the October 2024 Oightal Dermatology Programme Oblevey Baard they argystamme commenced rollout with three launch Health Baards as planned in November 2024 As of 31 December 2024: NIS Damines & Galloway - service line strots the health Board NIS Greater Glagos & Ordys - Service line in albu on essector - Glagoor City South scheduled January 2025 Mills Lathan - Service line in a few practices - baard-wide rollout scheduled January 2025 Further rollout preguration activities commenced with: NIS Forth Valley, NIS Orkney, NIS Shetlan and NIS Aprahie & Arran)	24.
9. Digital 45 Services Innovation Adoption	73 NTS	Internal Pa efficiency, sustainability & affordability	srtnerships SG delivery partner for leadership, digital and data		Work in partnership with Scottish Government Digital Health & Care Directorate to provide support in the delivery of the National Information Governance Programme.	Work closely with Scottish Governmen Digital Health and care Directorate (DHAC) colleagues in support of the National Information Governance (IG) Programme.	t Plan development day for the strategic direction of the NHSS Information Governance (IG) Forum to support and promote national IG across NHSS	TBC	TBC	Green	NS continue to engage with this programme as best as possible, but there is ongoing consideration at Sostiki Geovernment as to the approach to this work. The resource NSS provided to the programme has left due to ongoing uncertainty of the work, with no intention to replace as things stand. The NSS has Protection Officer is the current Chair of the National Information Governance Forum and so will be involved through that link.	n Green	NES Information Governance (1)(6) & Assurance Lead continuing to chair NHS Socilard (NHSS) IG Forum. Flaming development day for the strategic direction of the NHSS IG Forum to support and promote national IG across NHSS is ongoing.	Green	Green	Information Governance (i)G Leads Development day hosted and facilized by NES Data Protection Officer (PDO). Outcome report to be dentefed far January 2025. Working Government Digital Health and Care (IDHAC) communications to improve national IG across NESSCottad. Decussion with DHAC. NES Director of Federahogy Services, and NES DPO to be held in Febaury 2025 to understand how NES can provide additional support to the national IG more more more	
9. Digital 45 Services Innovation Adoption	94 NTS	National Digital Pi Platform	Formance SG delivery partner for leadership, digital and data		Technology support of the MIS Scalland Digital Preciping and Dispensing Pathways Programme (DPDP) which will see the significant reduction of page process/plans and so solitand and efficiencies strough the use of the National Digital Platform reusable service and components.	Complete the design of the end so-end DPOP Minium What Product (MVP) Solution Architecture	Support the build of the agreed end-to- end DPDP Minimm Viable Product (MVP) Solution	Respond to emerging requirements of NOP services as build progresses Q4	Continue to operate services in support of DPDP programme.	Amber	Funding silocation letter not revenued in Quarter 1, which has impacted some activity, including build planning and foroming the programmer Technical Design Antony (TRA). Work och AP Marager decision passed as registering resource was reallocated to backfill for abarce elevatere DPDP internel reference architecture products. Architectural approach and MW architecture presented to Sostish Government Digital Health and Care (DHAC) TDA, which was positively received.		Funding direction letter not received in Quarter 2, which has continued to impact activity, including build privanity, encurrent and reforming the programm Fichknich Deliny Authority (TDA). Work on AP Manager decision remains passed as engineering resource was not available to be allocated to DPP In Quarter 2, Work has progressed to executly privides and requirements, the DPP barget operating model, as implementation business case and refinement of the DPPD business arbitricture and state machine. So genores have vehicily control and that funding will be provided for the following two fisnetial control and a state of the programmine team sequents that business arbitractions and state 2023 (2). The DPP Autogrammine train sequents obtain written confirmation so that recruitment to the programme can commence. A further update will be provided at Quarter 3.	Amber	Red	DPOP funding for financial year 2024/25 received in Quarter 3. However, this has anived too late is the financial year to allow recultiments an outgrantee of finding for financial years 2025/26 or 2026/27 was received, and contracts that extend into 2025/26 cannot be underwritten by MLS This accontract to abarding engineering resource following resource to be allocated to DPOP and a structure to bascill engineering resource following resource to be allocated to DPOP and the structure to the staff engineering resource following resource to be allocated to DPOP ended to allocate and the structure of the structure of the structure and the structure of the structure of the structure and eleminous and interaction maps. Scottah for Government sponsors have again verbally indicated that funding will be provided for for the following two financial years (2025/27. The CPOP Argumme Team a working as a priority to obtain written confirmation so that recruitment to the pingramm can commence. A further update will be provided at Quarter 4.	his ins 9) al
Dognal 46 Service Innovation 4.0ption 9.0ptal 466 Service Innovation Adoption	71 NTS 69 NTS	66-autor, P. trainig & workforce development Realistic Medicine P. & Value Bootine K Value Bootine Health & Care	demonstrate best value artnerships SG delivery partner for	SAPP SAPPID SKP121 SKP126 SKP1	Continue to define a TUBAS Findom that meets stakholder needs, delivering provintes a symet by MS via a Digital Prositikation process. Also deliver the requirements of the TUBAS Refresh programme as agreed with the defined governance bodies. Delivery of Digital Front Door (DFD) and Integrated Health and Social Care Record in line with outcomes as agreed with the relevant governance bodies.	TBC EMD Technology support to the Digital priors Duor congresses to apport the pack of Social of the Sector sectors and access to Health and Social Care services and access to their own healthcare dats NOP service offering Support and Contrady Improve the pack of the Sector of Sector of Sector and Sector of Sector of Sector of Sector and Sector of Sector of Sector of Sector sector of Sector of Sector of Sector of Sector sector of Sector of Sector of Sector sector of Sector of Sector of Sector of Sector of Sector Sector of Sector of Sector of Sector of Sector of Sector Sector of Sector of Sector of Sector of Sector of Sector Sector of Sector of Sector of Sector of Sector of Sector Sector of Sector of Sector of Sector of Sector of Sector Sector of Sector of Sector of Sector of Sector of Sector Sector of Sector of Sector of Sector of Sector of Sector of Sector Sector of Sector	 h	TRC	TBC TBC	Amber	Note actions to define to provide agend process, discovery work for leve exercted team for 2002/33 and removed of risk heighted team for GG menni renorm, digital Horistansion is organize to agree the TURAK werefails for the rest of the 2004/25, hence the Andrer A&F-arting. Crigonize discourses with Sociation Boovernment (SG) regarding the obtaining planard moleculous agrees the Vision of Sociation Boovernment (SG) regarding the obtaining planard moleculous agrees the Vision of Sociation Boovernment (SG) regarding the obtaining planard moleculous assessments bareation activation and the Movel, which is readed and indications for assessing bowed molecularity the molight of the Movel, which is readed in an engine uncertainty and mobility of NLS to commence recruitment for key roles previously identified.		Nacimation terms for 2024/25 segmed and delivery plan for fiducation, Training & Workfore Donand networkport, Those terms divertified for delivery during Clauser 2. Quarter 3 starting to be investigated in order to plan how each will be delivered. Science (1997) Starting to the starting of the starting to be an each of the starting of the starting starting (1995). Business: Tachnology Consultancy and and work on the ORC having row commenced. Start Charlong Synthey (1975) have been working with NGC Landschier en adgital communications are care apart of the Scientific Acceleration working with NGC landschier en adgital communications are care apart of the Scientific Acceleration muscle (Nrich Adlange, MS) have also been regarding with SGC interactic Glagos and Cycle and Intergrama muscle the ability of the public to the chick to Add Contarea Charges and Cycle and Intergrams muscle the ability of the public to the chick Science (1996) and Cycle and Intergrams muscle the ability of the public to the chick NTS are working to dash a delivery plan and milestones for DFD alongside the recruitment of critical relevance.	Green	Green Amber	Interstances inters for 7234233 agreed and delivery plan for Education. Tunning & Workfore Donain developed. These terms identified for delivery during Quarter 3 / Quarter 4 starting to be investigated in order to plan how each will be delivered. Dong Quarter 124, Deli Tochologi, Genorgi persented a proposed stopp of the initial infease of messa approved. Quarter Davids her system 2026 in the QPP Arguments bears eved for its approximation of the backets are provided in 2026 in the QPP Argument backet weld RISS - issuess Technology Comutational Fishering for wider distribution and review, initially to the QPP Argument backets care (QPC) CPP De programs base registery with the excellence of Generating and the off of January 2025. Conventions are enginely with softs ofts the Government around funding for 2023/26 to allow full delivery of the agreed initial release.	Amber

SG Recovery	2024/25 ADP Directo		NES Strategic Theme	NES KPI Reference	2024/25 Deliverable Summary	Q1 Milestones	Q2 Milestones	Q3 Milestones	Q4 Milestones	1 RAG Status	Progress in Q1	Q2 RAG Status	Progress in Q2	Projected Q3	Q3 RAG Status	Progress in Q3	Projected Q4 (2024/25 Year-
9. Digital 40	Number NTS	National Digital	Theme Detail Performance Deliver National Disital	SKPI38 – Availability of	Brief summary of the deliverable, outlining the intended action and what this will achieve in 2024/25. Provide deliverables and services to support the objectives for the Medical Device Data Hub (MDDH) project, as	What you intend to have achieved by Q1	What you intend to have achieved by Q2	What you intend to have achieved by Q3 The data store and accompanying API	Q4 The MDDH programme is supported N	1/4	Deliverable added at the end of 2024/25 Quarter 2 reporting window - reporting to commence	N/A	Deliverable added at the end of 2024/25 Quarter 2 reporting window - reporting to commence fro	status	Amber	The data store and accompanying APIs (Application Programming Interface) now contain all the	End) status
2 Ligites Snicks Innovation Adoption	803 INIS	Plaform	Parlon, Ogale Ford Dogran Ogale Erablet Workforce Programme	ants systems (internal and external) SIP128	per of the Scan for Safety (IX) programme, in order to meet forthcoming legislation which requests health providers to store the Unique Device Identifier (UDI) for Class III and IIb devices.			(Application Programming Interface) contain all the necessary features for the MDDH programme to use. Infrastructure for the data store has been deployed into production and is	with rollout to further health-boards. Technical support and responses to change requests are provided. The MDDH programme is supported in their discovery of integrating the data store with Seer (Seer is a Data and Analytical	(A	onento deviter 3.	nya.	nenerous autor a lor eto o autoria subinti a reporting motori i reporting lo commence no Querter 1.	n nya	AUDE	mexically relations. Go-live of the ends over MODH (Mexical Device Date Hub) Joshion has been devide at we work to fin Kisuwi with performance of our AP+- we expect to escale the Hub during Quarter 4 and go live as planned before 31 Murch 2025. Work to define SEER integration has commenced with our support.	U CEI
1. Primary 45 and Community Care	0ptome	try Education, F training & workforce development	Support me redisign and service transformation across health & social care	reporting that learning will improve practice	Onlere a cutaloger d'Activiture professional Development (201) to support practitionen qualifiet to work within the Community Glacoma Service visi all'ingords to use therabus at an etesta subject services throughout the year, however, la expected to include minimal five online lectures, five peer discussion events ar a fuil conference day on glaucoma management topic.	around feedback from 23/24	0.2-4 dependent on SG and service requirements.	0.2-4 dependent on SG and service requirements.	0.24 dependent on 50 and service 6	ireen	Three sections have been defivered: Three sections for decima peer discussion treatment choices in May and June 2024 - six in attendance at exits (capacity right) One section for disaccons journal club (Zap trial) in May 2024 - four in attendance (capacity right)	Green	Delivery of two Glaucians per discussion service around complex management and communication: - Escape from Information overload discussion workshop delivered, supporting practitioners in fixing evolves to inform management decision. - Roming evolves to inform management decision. - Roming context websiter, discussing complex cases from a glaucoma diric and management sportaches. - Running cashed delivery around salls day on the NES Mobile Salls Unit, further preer discussion canadio and planning stakeholder engagement around mandatory training / revalidation canadio-atoms.	Green	Green	Definery of two online Glascoma peer discussion resistors anound case with concurrent narrow angles and / or aucuits incress, frace to face shifts day on holded shifts that in inverses. This day molved a session where delegates could practice geno shifts using the EyeS immulator. We had there interactive shift and counters of the under depended Depender present presents, a simulated patient days and or tracked peer discussion, WHCS (Fixual recognition and interpretation of clinical signs), a whore litter the dependence of the days and the days and the days and the days of the days and the days of the days and the day	Green
8. Workforce 41	0ptome	training & uraining & workforce development	Support not restay and service transformation across health & social care	SIPIL - Mage kanning will improve practice	MDDH will link key dinical patient data to information around the medical devices used in their care. This will enabler paid stands traceability of patients who have received specific devices, as well as provide a timely electronic record for patients about devices used during their procedure.				S0 optionefrists to attend at least one of teach and freat session.	iren	68 Teach and Treat (TAT) assuince delivered. 184 different optionetrists have attended TAT sessions to date. 184 different optionetrists have attended to date the date of the d	Green	13 new simulation facilitators regard on a sessional basis including those from Rural and Islad area. Bengoke Instrukturion to Simulation' cause created for 10 new simulation facilitators to be determined in the simulation of the 2014. Remaining even facilitators to be determined and the simulation of the 2014. Remaining even facilitators to be determined and an experimentation of the simulation of the simulation biogender. Intervision: B(k), Bard and determinis has been well as upported. Simulation sessions at Stabihi Hospital, Glasgow running on Fridary, Saturday and Sunday. Simulation sessions at Stabihi Hospital, Glasgow running on Fridary, Saturday and Sunday. Simulation sessions at Stabihi Hospital, Glasgow running on Fridary, Saturday and Sunday. Shabihi simulation sessions fully bodied and the end of Neometre Value and King Market and Sunday. Uncertainty anound CITI Glashia Optionary Techs and Tract Clicii (de to te mergency closure of PAEP beaver: contingency plans under consideration. Tech and Tract (T&I) session delevered in A&I (Aberdeen Royal Infirmary), LOTT and WOSCOTT (West of Statust Cause on Tech and Tract Clicii). Core 50 different optionetrotis have attended at least one T&T session to date.	Green	Green	On track to support a minimum of 30 optioneristis attending teach and treat dinces. Bergoke Introduction to Simulation course created for Danee simulation faitured in Intermess in Navember 2024, Preding delivery of remaining faulty training in Larbert. The sector 2024 (Preding delivery of remaining faulty) training in Larbert. Simulation sections at Stachill Hospital, Clasgow running on Fridays, Standary and Kundys, Stabill Simulation sections find boold with Jeformary 2025 with future dates to end thehan 2025 date free lease in early Quarter 4. Actor procuments process / Jameved: Anathing NIS-wide tender agreement but waiver issued in the company across / Jameved: Anathing NIS-wide tender agreement but waiver issued in the company across / Jameved: Anathing NIS-wide tender agreement but waiver issued in the company across / Jameved: Anathing NIS-wide tender agreement but waiver issued in the company across / Jameved: Anathing NIS-wide tender agreement but waiver issued in the company across / Jameved: Anathing NIS-wide tender agreement but waiver issued in the company across / Jameved: Anathing NIS-wide tender agreement but waiver issued in the company across / Jameved: Anathing NIS-wide tender agreement but waiver issued in the company across / Jameved: Agreement / Tech and Treat) Clinic due to emergency closure of PALP (Pricess Alanceds for § Paulicion). Tech and Treat (T&R) sections delivered in WOSCOTT (West of Scatland Tech and Treat) c Clinic and NIS forth Valley.	Green
1. Primary 45 and Community Care 1. Primary 44	578 Optome 523 Optome	try Education, P training & workforce development try Education, P	People Support role redesign and service transformation across health & social care People Lead and deliver	SKPI10 – %age of workforce accessing learning products SKPI10 – %age of	Support a minimum of 40 Optometrists through the Ocular Therapeutics course at Giasgow Caledonian University (GCU) beginning in G2. Measured by enrolment in September 2024 Module 1 and continuing support to complete Module 2 and 3 by G2. Maintain annual delivery of mandatory training for all optometrists and OMPs (ophthalmic medical practitioner	) Scope and deliver outline for 2025 MT.	Generate learn material for 2025	External review and testing of module	Support a minimum of 40 optometrists G through Ocular Therapeutics training Publication and initial user feedback G	ireen	Working with Glasgow Caledonian University (GCU) to establish how many practitioners can begin training in September 2024. Module commenced on prevention, working with Public Health Scotland. Lead tutor struggling with		Working with Glasgow Caledonian University (GCU) - we are currently supporting 48 places. Further to the update provided at Quarter 1, we do not yet have a module to review internally or	Green Amber	Green Amber	Working with Glasgow Caledonian University (GCU) - we are currently supporting 48 places. Further to the update provided at Quarter 2, the module is now in review internally however this	Green Amber
and Community Care		training & workforce development	education, training and CPD across health & social care workforce	learning products	in Sontand, by publishing a module for 2025 release, while maintaining completion and reporting against the 2024 exercise.	Q1-Q3 update NPCCD system on fortnightly basis with Mandatory Training completion data.	module.		review of 2025 module and starting scoping and outline for 2026 module		academic elements, so senior tutor now closely supporting and this will ensure time schedules are met.		externally. Delays caused by internal workforce / capacity issues which are in the process of being worked through.			deliverable remains behind schedule due to previous delays caused by workforce issues.	
1. Primary 40 and Community Care	524 Optome	try New Workforce P models: identification & implementation	People Support nole redesign and service transformation across health & social care	research & strategic collaborations	Support enhanced service delivery by developing an undergraduate training programme for optionetry, with patertial for independent Precording status as outcome, in partnership with the Sottish Higher Education institutions (HEIs).	ePortfolio. Development of all supervisor content for Turas Learn and training. Await confirmation of funding for 2024/25 to commence pilot. Prop content for optometry FIY Turas Learn page, inc. comms page. Initial discussions around development of assessment strategy. Continued engagement with stakeholder and Special Interest (SIG) groups.	page. Signing of MoA(s) with GCU and UHL Initialise design and development of ePortfolio. Commence development of training programme. Development of standards (supervisors and placement environment). Continued engagement with stakeholder and SIG groups.	I year 1 of Möptom at GGU. Continue development of training programme. Finalise placement structure and design in: model of placement. Possible face to face stakeholder even depending on financial status. Continued engagement with stakeholder and SIG groups.		ireen	Currently working on supervisor models. Have highlighted effortfalls as digital priority, Working on MAAs with Hill. Currently waining the occurrent of Land Employer status from Scottsh Government. SIG group and stakeholder groups continuing.	Green	Still availing outcome from Sotthic Geremment (Scill regarding Lead Employer status. Glagow Cadeoxiana University (GCI) launched McMong (Integrated Mattane Geree in Opennetry) course Commits stated by GCJ and Sci availers by NGS with individual commits referred. Commented shared internally and with Sci. Alexanseme tratage discussion feat NHS with take forward. Placement site approach process reviewed and SC availed for support. Progression of placement alexatorian provide sites. In NHS and Sci avail Sci and Sci of support. Progression of placement sharing with HCIs (including representatives from IG from each institution).		Green	Use of entrofice as Undergraduate inter has been carcelled and therefore the development of devotion has been pause. Changes to evolutions float has a start of deving some has yet entered untel Quarter 4 including the finaling of placement structures and design including model of mounter of the structure of the start of the s	Green
8. Workforce 44	525 Optome	try Education, P training & workforce development	People Support role redesign and service transformation across health & social care	SKPI10 – %age of workforce accessing learning products	Maintain a team capable and ready to deliver a 4th cohord of optometrists through NESGAT (NES Glaucoma Award Training) to increase wohforce capacity around the Community Glaucoma Service - with expectation that the cohort will be enrolled in quarter 3.		Q2- Q4 dependant on SG requirements.	Q2- Q4 dependant on SG requirements.	Q2- Q4 dependant on SG requirements.	mber	Lead still not had contract issued despite securing of Stottish Government (SG) baseline fouding for the role. It is hoped that this will progress shortly and we will like he able to dediver on the agreement with SG to deliver a 4th cohort of NESGAT starting January 2025.	Green	Onboarding commenced for cohon 4, starting January 2025 delivery. Course overall complete. Recruitment to faculty for use with educational supervision, assessment etc, all now progressing well.	Green	Green	Cahort in now live and running. From 6 January 2025 start date 20 trainees are currently live'. Some fingility exists sound the HS5 placement in a small number of boards as not all have signed and returned the Service Level Agreements (SLAs). We are delivering a suite of additional webinars to support the learners in their studies alongide the introduction of a new face to face pre-HIS placement practical day. A degree of content review and refresh is underway in parallel.	Green
1. Primary 41 and Community Care	15 Optome	try Education, F training & workforce development	People Lead and deliver education, training and CPD across health & social care workforce	accessed	Support Continuing. Professional Development (CPO) for opecare professionals working in community optometr practices, by delivering an appropriately scoped catalogue of online and face-to-face resource.	CPD delivered via both internally designed and delivered resource, as well as deliverables achieved with external stakeholders, such as DOET, dispensing optican CPD provider. Internally deliverables include: Q1 two online or face to face events for min 8 delegates each.	Two online or face to face events for min 8 delegates each	each.	Two online or face to face vents for min 8 delegates each. Capacity maintained to support targeted CPD attached to practitioners engaged with the SPOT (Specified Practitioners Ongoing Training) and those requiring additional support to achieve their competency certificate.	mber	Delayed recruitment due to delayed agreement of Sostish Government funding means we have had to prioritise disewhere in delivery. We will look to ramp up delivery as soon as capacity allows.	Amber	Planning for a significant catalgoo of Continuing Professional Development (PDI) delivery in Quarter 3 / Duarter 4 to support the eyecare workforce. This include: 2 x facter 6 decs wild days in Bincouclar Vision / Paediatric management - Paediatric course as significant online delivery for Dispensing Opticians - Cataract chic PDD experience - A wachiar PDD experience - A wachiar series - Peer discussion - 2 x Leadenship and Management courses	Green	Green	Planning for a significant catalgour of Continuing Professional Development (DPD) delivery during Quarters 3 and 4 support the experter avolutions: This include: - 2 x facto-face xills days in Bincoular Vision / Paediatric management - Paediatric cortex and significant online delivery for Dispensing Opticans - Cataract datic CPD experience - A vacablar CPD experience - A vacablar series - Pered Gacasions - 2 x Landembig and Management courses	
43	99 Planning Corporat Resource	te efficiency,	Performance Maximise NES's efficiency and demonstrate best value	SKPI40 – % RAG status for delivery against ADP	Deliver the MiTacker replacement project as part of implementing a new model of integrated operational planning within HLS which meets the needs of both the organisation and SG Health Planning. Pinance and Workforce.	Develop Project Plan	Delivery of milestones set out in Project Plan	Delivery of milestones set out in Project Plan	Delivery of milestones set out in Project G Plan	ireen	Project being progressed as part of the Business Transformation Programme. Project scope agreed and process mapping workshop held.	Green	Testing of changes to increase integration of approach through operational planning for 2025/26.	Green	Green	Worked closely with NG Finance colleagues to defiver integrated 3023/16 operational and financial patientic approach including production of enhanced templata and supporting documentation. 2013/26 movem meetings successfully held with all directoranes. Feedback on 2023/25 operational patients grows and the support of the support of the support of the support of the patient processor being successfully and the support of the support of the developed with support of NS3 Technology Service and presented to Business Transformation Pagename Bacteria transmit 2023.	Green
44	509 Planning Corporat Resource	; & Internal P te efficiency, es sustainability & affordability	Performance Maximise NES's efficiency and demonstrate best value	SKPI40 – % RAG status for delivery against ADP	Development and delivery of NSIS Annual Delivery Plan (ADP) and other key corporate documents such as the Anchors Strategic Plan, supporting the implementation of the Board's Corporate Strategy and Medium Term Plan.	Approval of ADP	Delivery of ADP milestones	Delivery of ADP milestones	Delivery of ADP milestones 6	ireen	NES Annual Delivery Ran (ADP) approved by NES Board in May 2024. Delivery and reporting of Quarter 1 milestones underway.	Green	NES Around Dollway Man (ADP) dollway progressing with quanterly reporting in place. Orange control and corporate radar processes fully embedded to support in year commissions and amendments.	Green	Green	2024/25 Mich Annual Delivery Min (ADP) delivery and quarterly reporting continues to progress. The quarterly ADP Delivery Reports to the Board have been enhanced in reportse to Board ReeBack including presenting the percentage of deliverable stiftered by jusces outwith NESS control and the reporting of projected deliverable status. The integration of ADP and Stategic Key Performance Indicator (SIPR) quarterly reporting detailiens has helped to streamline business processes and strengthen relationships with directorate General / Business Managers.	Green
44	511 Planning Corporat Resource		Performance Maximise NES's efficiency and demonstrate best value	SKPI33 – Benefits realisation/ROI from corporate change activities	Implementation of approved NES Communication and Engagement Strategy for the period 2023-26, supporting delivery through action planning and concontration of the activities across Business As Usual (BAU) as well as corporate change and improvement.	plan	Delivery of activities set out in the Comms and Engagement Plan	Delivery of activities set out in the Comms and Engagement Plan	Delivery of activities set out in the G Comms and Engagement Plan	ireen	In support of the development and implementation of the Comms and Engagement plan, the Subsholder Survey To 224 has been built such and part of the Comms and Engagement plan, the subsholder Survey To 224 has been built b	Green	Comma and engagement activities to support transformation updated as part of refreehed NIS Transformation Routeman, In excess of 11,00 responses to Stabekolder Survey - analysis being undertaken and reporting to Board scheduled for November 2024. Options paper presented to RN Executive Team in relation to NKS presence on X / Twitter - approval dotained to move to increasin social 31 December 2024.	Green 15	Green	Actions agreed with Board in response to Stakeholder Survey being progressed. Discussions with Scottish Government sponsors underway regarding potential approach to retranding. Withere withdrawal progressing with alternative engagement means being subject to information security prior to becoming operational. Collaboratore working across St2 Communication, Organizational Development, Leadenzhip and Learning (IOOLI) and Porgramme Management Office (PMO) teams orging to support Unange management.	Green
44	512 Planning Corporat Resource		Performance Maximise NES's efficiency and demonstrate best value	delivery against ADP	Further development of performance management across NES which aligns with the new NES Strategy and enables the bload to monitor porgress in the delivery of its strategic intent and enhances corporate oversight and management of performance at all levels.	management of delivery.	during review and suggested by internal audit.	sit beneath strategic KPIS and support operational management of delivery.	Continued development and G implementation of operational KPIs to sit beneath strategic KPIS and support operational management of delivery.	ireen	Review of Strategic Key Performance Indicators (JRPA) undertaken, including internal audit. Interstigation of Indicate mid as callection copies, Work on integrating SIPIs and Annual Delivery Plan through Performance Management Framework is underway.	Green	httgräten of reporting of NES Startagic Key Performance Indicator (DRP) and Annual Delivery PM (DAP) quartery updates by Directorises Intoduced FC Quarter 2. Progess in provints NES Education & Quality Committee metrics although reporting remains limited in areas where "Once NES approaches are in development as part of Powder corporate Improvement cativities such as the Learning & Education Quality System (EQS) and TURAS Refresh programme.	Green	Green	Integration of reporting of NES Strategic Key Performance Indicators (SRFs) and Annual Delivery Pan (LAP) quarting updates by Directorises has continued. Storeporting is moving towards becoming business as usual alonguide ADP reporting. Plans for the realignment of reporting to take account of changes in governance structure and Baard Committees progressing in line with timescale for formation of new Planning and Performance Committee.	Green
1. Primary 42 and Community Care	259 Pharmac	ry Education, F training & workforce development	education, training and CPD across health & social care workforce		Provide qualified Pharmacias for workforce of HisS and Community Practice in Sociand, in line with General Pharmacencial Currel (PMC) standers for Initial Bacatonia Training. This will be vanious Lorontanous 4-year undergraduate Experimental Learning (up to 9 weeks for 2024/25 on a glidepath to reaching 11 week), dolivery of Preparation for Experimital Learning for ene Foliations, and wide nedespendent/delivery of the Quality Management systems for the ET (Initial Education and Training) stages (including Foundation Training) read.	f (EL) from academic year 2023/24. National coordination complete.	Learning (PFEL) sessions planned.	2024/25 starts October/Up to 2 Preparation for Experiential Learning (PFEL) sessions planned.	Final delivery of Experiential Learning (9) G weeks) for student pharmacists. Up to 3 Preparation for EL learning events if required to complete planned numbers to be trained.	ireen	All planned catch up Experiential Learning [L1] activity completed by the end of June 2024 to conclude 2023/L4 academic year outputs. National coordination activity initial outcomes communicated to providers.	Green	Four Preparation for Experiential Learning (PER) training sessions completed, with 88 new facilitator trained. Experiential Learning (EL) commenced on 30 September 2024. Changes to planned EL following assessment boards has been communicated to EL providers.	Green	Green	All planned semester 1 Experiential Learning activity complete. Five Preparation for Experiential Learning (PFEL) training sessions have now been completed, with 127 new facilitators trained.	Green
1. Primary 42 and Community Care	271 Pharmac	cy Education, P training & workforce development	People Lead and deliver education, training and CPD across health & social care workforce	SKP114 - Funded trainee Placements - completion rate	Provide guilled Pharmacias for workforce of NHS & Community Practice in Sociand, in line with General Pharmacotical Court (CHA), standeds for Inhia Education S Intring was attraction, recuriment and direct delivery of 1-year Foundation Training Year (PT) and quality assurance of the programme. Recruiting a minimum of 200 Trainees and monitoring and supporting new and existing trainees of up to 220 per annum.	of up to 200 Foundation Training Year (FTY) intake for 2025 via Oriel recruitment portal. Continue to support the final 2023 intake cohort preparation for assessment. Final preparations following selection in	Health Education England (HEE) and Health Education & Improvement Wales (HEIW) - testing window Sept/Oct. Training end dates begin	and HEIW - testing window Sept/Oct.Training end dates finalise fo the 2023 intake cohort. Final starts for the 2024 intake (Nov) with the FTY	Finalise recruitment of up to 2000 g Patamacy Traines to commence in 2025. 2024 programme fully delivering. Preparation for 2026 recruitment engagement commenced.	ireen	2025 Intal—Recultment underway for up to 220 trainees in the 2025 Intale. Applications closed in June 2024. 2024 Intale – Final preparations are underway for the 2024 Intale with 217 Junded trainees expected to train training. Currently expecting 189 trainees to start at July 2024 start date and 28 trainees at November 2024 start date. 2023 Intale – Journetty in training) Continue to support the 2023 Intale as they progress through training. 190 of this cohort are respected to at the June 2023 General Pharmacehical Cound (Pick) Common registric Assessment 310 periods. Control Tester and the previous distribution of the June 2024 General Pharmacehical Cound (Pick) Common registric Assessment 310 periods. Control traines at blo expected to at the start of the Counter registric Assessment 310 periods. Control traines at blo expected to at the start of the Counter of the Start of the Start 2023 intale as the previous distributions and the Start of the Counter of the Start and Start of the Start 2024 General Pharmacehical Cound (Pick) Counter of the Start of the Start 2024 General Pharmacehical Cound (Pick) Counter of the Start of the Start 2024 General Pharmacehical Cound (Pick) Counter of the Start and Start of the Start 2024 General Pharmacehical Cound (Pick) Counter of the Start of the Start 2024 General Pharmacehical Cound (Pick) Counter of the Start of the Start 2024 General Pharmacehical Cound (Pick) Counter of the Start of the Start 2024 General Pharmacehical Cound (Pick) Counter of the Start of the Start 2024 General Pharmacehical Cound (Pick) Counter of the Start of the Start 2024 General Pharmacehical Cound (Pick) Counter of the Start of the Start 2024 General Pharmacehical Cound (Pick) Counter of the Start of the Start 2024 General Pharmacehical Cound (Pick) Counter of the Start		2025 Intal—Recultment underway for up to 20 trainers in the 2025 Intale. Delivery of assessments 15 September - 2 October 2029 proceeding whose Linux via Paerson Ave Let et center 2024 Intale - 185 trainees commenced training in the July 2024 cohort and we are expecting a further 31 to commence in November 2024. Totalling 216 funded trainees. 2023 Intale - 186 trainees as the General Pharmaceutical Council (GPAC) registration assessment (Role with 514 (BL) passing. 30 further trainees expected to sit the RA for first sitting in November 2024.	Green	Green	2025 Halke - Recultment concluded with 100% Bit rate to the 220 5G funded points for this PTV. 2024 Halke - 1385 trainess commenced training in the July cohort and 28 trainess commenced in the November cohort. Totaling 21.31 funded intriness. 2023 Halke - 59 trainess sat Nov 34 GPHC Registration Assessment. For 1st (n=28) or 2nd (n=31)attempt. Total 39 trainess passed giving 66% pass rate. 28 trainees will be eligible for June 25 aiting.	Green
1. Primary 42 and Community Care	Pharmac	ry Education, P training & workforce development	People Lead and deliver education, training and CPD across health & social care workforce	SKPI14 - Funded trainee Placements - completion rate	beedga multi tier planmacy omisation faculty to design and delver simulation-band training for trainer planmacath, portiquidate planmacation interprofessional craining. Train 36 planmacatis is for 1 simulation- based education (similate clanmacatis) and 38 planmacatis as ter 2 simulation-based education (similation) Simulation carvel plant2 basis. Office simulation-based training opportunities to all' f 10 conducton Training Varia) trainers (brai 2020 for 24/35) and GP Practice planmacitis undertaking pathway to Advance Practice (plant 10 for 24/35). Specific out interprofessional fundation opportunities to all' for plant-sign strainers (brain 2020 for 24/35). Specific out interprofessional fundation opportunities for plant-sign strainers (brain 2020 for 24/35). Specific out interprofessional fundation opportunities for plant-sign strainers (brain 2020 for 24/35). Specific out interprofessional fundation opportunities for plant-sign strainers (brain 2020 for 24/35). Specific out interprofessional fundation opportunities for plant-sign strainers (brain 2020 for 24/35). Specific out interprofessional fundation opportunities for plant-sign strainers (brain 2020 for 24/35). Specific out interprofessional fundation opportunities for plant-sign strainers (brain 2020 for 24/35). Specific out interprofessional fundation opportunities for plant-sign strainers (brain 2020 for 24/35). Specific out interprofessional fundation opportunities for plant-sign strainers (brain 2020 for 24/35). Specific out interprofessional for plant-sign strainers (brain and brain classical for plant-sign strainers) (brain cl	pharmacists (up to 220 by end of 2024/25 year) and continue	Ensure Faculty developing and functioning as required. Deliver initial stages of the post-registration Pharmacist programme pilot. SimStart training and Introduction to Simulation Training commissioned.	simulation programme delivery	Ensure Faculty developing and G functioning as required. Community pharmacy simulation delivery for trainee pharmacists commenced (up to 220 FTY Trainees).	ireen	ther 2 Adj24 attendt. 76 trainee pharmacists attended interprofessional simulation programmes. 14 new tier 2 faculty trained.	Green	Good engagement from simulation fourly across Sostands, Further Facility developed via bodi Missional counses; forwards patienticy toretaina) and the finding introduction to Simi counse, on track for forecast. Post-registration pilot postported as programme requires some me design following separation from foundation doctors simulation programme development.	Green	Green	Good engagement from simulation fourby across. Sociales A folly staffed for supervising FTV simulation deliver, and led its more pharmacritic xirosing to Ter X-bank yo Advanced Practice Simulation Programme (IZPCP) delivered to vast majority of cohort 12 (n:27), with outstanding training (for 2 pharmacists) being targeted and supported by NEs simulation team.	Green
1. Primary 42 and Community Care	Pharmac	cy Education, P training & workforce development	Lead and deliver education, training and CPD across health & social care workforce	SKPI14 - Funded trainee Placements - completion rate	and foundation decisor. Provide qualified Phormacy Technicians for workforce of NeS and Community Pharmacy via the commissioning and support of the 5G funded pre-Registration Pharmacy Technician Scheme.		S0 pharmacy technician trainees planned to complete and register as pharmacy technicians with full workplace based assessor support.	Finalising of programme due from October 2024. Final montoring of any remaining Apprenticeship income and SDS processes.	Finalising of programme due from October 2024. Final montoring of any closing SDS processes.	ireen	S0 trained phononay bechargions remain on target to complete with Mil support from workbased assessors. No Socitish Government funding to continue with national scheme in current delivery model.	Green	42 truitee planmacy technicious remain on target to complete and register to "Nammacy Technicana by the met of October 2024, with full support from workbased assessors. 1 x trainee la programme since fait update.	Blue	Green	All trained plannary, the binking completed and registered as Plannary, Technicus, 3 immun (auclunding 2 previous) on mail kennel and era dura complete in Cale sharperisticaship funding available. Final evaluation of two year national scheme, now underway.	Blue
8. Workforce 42	274 Pharmac	cy Education, P training & workforce development	People Lead and deliver education, training and CPD across health & social care workforce	SKPI9 – No of times learning products accessed	Delivery of the education for Post Registration Pharmacists for to up to 100 new registrants (orca 420 learners) progress), across all three sets or Pharmacy (Hospitel, Finany Care and Community) by end of March 2015 with progression 15 Moyan Cacceder (Care) (Phil/Assessment). This programme facilitate the commission and completion of an Independent Presching qualification are runs for a minimum two year.	programme to over 400 learners (post	We continue with the new programme while preparing for registration processes Q3.	We continue with the new programme New cohort registration now active (numbers expected 100).	Continued delivery of the programme G for up to 400 learners with preparation for assessment nominations going forward for April 2025.	ireen	422 currently in training across the rolling two years with 163 of those newly registered learners. 13 submitted for Royal Pharmaceutical (IPPS) Assessment April to June 2024.	2 Green	507 currently in training, with 103 of those newly registered in this quarter. 27 submitting for assessment alongside two resubmissions (29 total).	Green	Green	505 currently in training across the rolling 2 years. 10 learners submitted for RPS assessment, with 5 passing.	Green
1. Primary 42 and Community Care	Pharmac	cy Education, F training & workforce development	People Lead and deliver education, training and CPD across health & social care workforce	SKP19 – No of times learning products accessed	Deliver ongoing post registration programme to support newly qualified pharmacy technicians to ensure the skills of the pharmacy workforce are optimised to contribute to improved patient care and clinical capacity in all actions with top is thener, 100 energina rule top to 10 expected completions in 2034/25. An interim review of th programme is planned within this financial year.	Ongoing delivery to 100 pharmacy technicians and enrolment of up to 20	new practitioners to the programme.			ireen	Ongoing delivery to 122 registered plasmacy technicians. One plasmacy technician isdemitted for assessment and passed all competencies. Plan in place for early engagement with stakeholders on interim review approach.	Green	Ongoing delivery to 145 registered pharmacy techniciam. Enrolment open for January 2025 (coho 3). Three pharmacy technicias have indicated they wish to submit for assessment. SBAR under development to engage with stakeholders on interim review.	rt Green	Green	Ongoing delvery and support to 145 trainee pharmacy technicians. Enrollment for January '25 now closed and induction planned for 31 new learners to the programme. SSWG to be formed and interim review of programme to begin early 2025.	Green

2024/25			2024/25 Deliverable Summary	Q1 Milestones	Q2 Milestones	Q3 Milestones	Q4 Milestones								Projected Q4
SG Recovery Driver Deliverable Number Directo	rate Medium-Term NES Strateg Priority Theme	Detail NES KPI Reference	Brief summary of the deliverable, outlining the intended action and what this will achieve in 2024/25.	What you intend to have achieved by Q1	Q2	What you intend to have achieved by Q3	What you intend to have achieved by Q4	Q1 RAG Status	Progress in Q1	Q2 RAG Status	Progress in Q2	Projected Q3 status	Q3 RAG Status		(2024/25 Year- End) status
1. Pinary 4278 Pharmac and Community Care	<ul> <li>Education, People training &amp; workforce development</li> </ul>	Support tole redsing: SAP0 — No of time learning products transformation across Accessed health & social care	Deliver a programme of independent prescribing (P) and clinical skills training for pharmacits in Sociation dy commissioning and monitoring delivery of II training for updates that the social science of the social skills courses and report on completion. Additionally up of 115 community pharmacity flaces to be commissioned in response to Social Generment strategy and Community Pharmacy Sociand vision to provide a pharmacits prescriber in every community pharmacy in Sociand.	resource to meet demand/requirements to meet	Rolling cycle of IP places filled and all Clinical Skill places stendfield. This delivered by a commissioned partner following therdening processss. Tende process for future cohorts due to be prepared.	ensure maximum capacity Independent Prescribing and Clinical Ir Selits training for up to 250 pharmacista: across sectors. Additionally up to 115 community pharmacist IP places to be commissioned (subject to funding fro Community Pharmacy via SG) in response to Scottish Government strategy and Community Pharmacy Scottand vision to provide a pharmacy factorial vision to provide a pharmacy for the every community	Commission and monitory programmes of independent perscribing (IP) and clinical skills training for up to 250 pharmachts.	Green	Scoping the required independent Prescribing and Clinical Skills place (including commissioning split). Commercing planning of the future commissioning tender.	Green	Clinical skills delivery on track to meet demand by December 2024. Clinical skills treder for 2025-02 produced and published on antional contract platform. Confinational RAGI (blocher Contract University) independent Presching (IP) places filled for 2024 and 29 unused University of Startholyde places careful forward for use in 2025. Communication with Health Boards to return priority (IP) facts for 2025.	Green	Green	Clinical skills toder for February 25 Murch 27 awarded to Dundee clinical skills collaborative. Agreement ranched hui wiversitis for capacity of defiver up 16 all 20 conseptances. This includes additional commissioning of 115 community planmary places allocated to IP ocurse Janes. This Must be a subscription of the second	green
8. Workforce 4280 Pharmac	y Education, People training & workforce development	Support role redesign SKPI9 – No of times and service learning products transformation across accessed health & social care	Delivery of Education and Training to support Primary Care Tharmacy Workforce across Scattand to meet Scatt Configuration of the Area Training to the State State Configuration of the Area State State classification and state Sta	expected. Preparation for new registrations in place.	Current cohorts progressing as expected. Preparation for new registrations in place/under way.	pharmacy in Scotland. Current cohorts progressing as expected. Preparation for new registrations in place/under way. Recruit Pharmacy Support Staff to pile new training programme.		Green	Cahort 5 of the General Practice Learning Pathway's now complete with 41 of the 75 Pharmacy Technicans completing at is models. Scoping of numbers underway for cahort 6. Cohort 31 of Advanced Pharmachias comburs to be definent 60 22 pharmachis. Invaluation for applications for Cahort 13 disseminated to primary care Education & Training leads for September 2024 start date.	Green	Cahort 6 is now underway. A total of 65 Pharmacy Technicians have registered. Additional delivery is planned to facilitate Technicains from other 5 that could not complete all modules. 21 Pharmaciatic registered as tatted of pharmacy negatives up contended particle resistors for 12 months from September 2024. Primary care supervision service level agreements were distributed in Quarter 2.	Green	Green	26 GPCs commenced pathways to advanced practice Sep 13.1 session delivered. First of 3 core of advanced commenced pathways to advanced practices 3.1 a concore age where a generate state advanced of the session of 8.2 pathways and the session of a concore age where the advanced of the session of the advanced of the session of the s	Sreen
1. Primary 4282 Pharmac and Community Care	y Education, People training & workforce development	Lead and deliver SKPIP – No of times education, training and learning products CPD across health & accessed social care workforce	Proxide Professional Development opportunities to all planmatists and planmatist and planmatists and planmatis	Up to 2500 Pharmacy e-learning completions. Average webinar attendance - 50 delegates te	Up to 2500 Pharmacy e-learning completions. Average webinar attendance - 50 delegates	Up to 2500 Pharmacy e-learning completions. Average webinar attendance - 50 delegates	Anticipated reach of no fewer than 50 participants per live webinar, total greater than 10000 e-learning completions in the year.	Green	6,666 eleming completions in Quarter 1 of the pharmacy resource. First websars on Failty ran with 51 attendes and there more websars planned (Headback Medication Australer (MAT) standards, and Sexual Headh Pattent Group Directions/PGD) in Quarter 3.	Green	10.43D parmays elearning completions in Quarter 1 and 2. Two completed websites (Frailly & Migarine) with a start of 12 attendees and there may websina (Holping Contraceptor, Medication Assisted Treatment (MAT) Standards and Chest Sounds) planned in Quarter 3 and Quarter 4 to support Pharmacy services in Scotland.	Green	Green	31.309 phramacy e-tearing completions in 61,218 & 0.1 Four completed websars (Frailin, Garginic, Energery, Hormola Contraception and Decision making in Regrator (Conditions) with a tail of 484 attendees. 2 more websars (Medication Assisted Treatment (MAT) Standards and PTV websard planned in Q4 to support Pharmacy services in Scottand.	ireen
8. Workforce 4284 Pharmac	y Workforce data Partnerships	Improve all aspects of SKPLS – Skage of serviv workforce data providers using NES provided workforce dat	Pharmacy, Pharmacy, Asptic Dispensing Service & Community Pharmacy Workfrozts to inform workforce to planning accoss (Pac) Sciencist of Pharmacy (DoRS) and Community Pharmacy, Solated (CPS). Demonstrate national pharmacy workforce data and trends. This covers all territorial and national healt boards and 1,254 community pharmacy contractors.	representatives.	Community pharmacy workforce survey prepared and disseminated across Quarter 2 and early Quarter 3 Managed service workforce survey prepared and disseminated across Quarter 2 and early Quarter 3	Collation of community pharmacy workforce and managed service workforce data received. Preparation for publication in Quarter 4.	Pharmacy workforce reports published alongside summary reports collating data relating to each sector, staff group and stage of development.	Green	Annual data collection tools have been reviewed, updated and confirmed for 2034 processes with distribution due next quarter.	Green	The Community Pharmacy Workforce Survey has been confirmed by stakeholders and disseminated by pharmacy contractions with a dealline of the end of October 2020 for completion. The Managed Workforce Survey has been prepared and confirmed by stakeholders and disseminated to all Health Board contacts with a deadline of the end of October 2024 for completion.	i Green	Green	The data callection for both the Managed Workforce and Community Pharmacy workforce survey. 6 to complete. The Managed Workforce data was published on the 3rd December through Tuns Data intelligence. The community pharmacy workforce data is being anywed for publication in Q4.	Green
8. Workforce 4559 Pharmac	y Education, People training & workforce development	Lead and deliver SIP114 - Funded traine education, training and Placements - completic CPD across health & social care workforce Increase the canacity & SIP110 - %ase of	IPsamacutical Council (PMC) clanadorsh for Initial Education & Training 2021 via delivery of a 1-year Foundats Training Verse (TPU) to a minimum 200 strate paramaculas by parketing the final casediation of the MST Paggamme in response to General Pharmacentcal Council (GPRC) requirements that the programme include isolation load earlier and inform (TPU donte 2015/26, all newly qualified planmacuts completing their TPV in register for the first time as prescribers.	In period of 2 days following feedback from Step 3/submission period. Respond to the relevant outcome of the	a Address outcome of visit including impact of recommendations or conditions. e	Address outcome of visit including impact of recommendations or conditions.	Complete relevant recommendations/ conditions as defined by the GPAC accreditation of the NES FTY Programme.	Green	Soccesful General Pharmaceutical Council (GPK) Accreditation visit completed with agreed plan now in place to meet corresponding outcome.	Green	General Pharmacucked (Jourd) (PMC) official report received in August 2024 confirming accretization will 2023 1 subject for four-outdinon. Reporses for three of the four conditions developed via Foundation Training Year (FTY) stateholder groups and submitted by desaline (end of September 2024). One further condition response to be submitted by the end March 2015. New cohort of B4 doctoral (L1) NIS Recurrently funded) commercial training on 23 September 2024.	Green	Green	GHC confined in November 2024 that the three submitted reponses for our confidence were do copyright of the GHC and long met. One field confidence reponse to be submitted by the end March 2025, organize work with NHSE, HEW and NI to develop and agree process has been taken to FTV stakeholder group for NHS Sortland input.	Jreen
3. Mental 4650 Psychol	evelopment	capabily to deliver workforce accessing psychological learning products interventions	In response to NHS Sostand workforce needs and guided by workforce planning, commission, recruit and support appropriate numbers of chical and applied sphological and health trainess, chicken 2024 and 2021, ensure the NHS is provided with statisfy trained preferensionals fit for purpose. We will commission and support Applied Psychology for Children and travel preferensionals. If for purpose, We will commission and support health the NHS is provided with the statisfy preference of the NHS is a strategy of the NHS of the NHS is a strategy of the NHS of	to DClinPsych trainees (43 NES Rec funded) to take place. Complete 77 mit placement visits and 238 end of placement visits. Continue to support trainees in the system to progress, and s support more than 20 Doctoral trainee to complete.	NES Rec funded) trainees to start d training. Complete 231 placement visits and 30 end of placement visits. Continue to support trainees in the system to progress, and support more	to 90 across both programmes, 43 Me Rec funded) and Health Psychology (intake of up to 4 trainees, NES Rec. funded) programmes to take place. Complete 77 placement visits and 00 end of placement visits. Continue to support trainees in the system to progress.	ES Rec funded), and up to 4 Health Psych to commence training. Complete 384 placement visits and 119 end of placement visits. Continue to support trainees in the system to progress, and	uren	being sent to candidate for proto across INES Socilized Health Banks. Pre employment checks are underway for a September 2024 start date. 17 Doctoral trainees completed training.	Green	216 placement with how taken yokes, as well as 134 end of placement review. Trainees in the support continue to be supported to progress through training, and 42 trainees have been supported to complete. Further to the Quarter 1 update, Service Level Agreements (SLA) are now in place to enable the	Green	Green	placement which have taken ploto, as well in 117 and of placement moves. There is in the system continue to be supported to progress through training, and 10 trainees have been supported to complete this quarter. Health Psychology excuttment has been delayed, owing to the fiscal situation in Health Boards. We are in planning to advance the current model to better support Health Board partners to facilitate Health Psychology placements. Service Level Agreements (SLAs) are in place to enable the education infrastructures services - C	areen
Health	gy Education, People training & workforce development	Increase the capacity & \$39110 - \$kage of capability to develop workforce accessing psychological learning products interventions	Including Local Area Tutos (15/5) Transforming Psychological Tranua Implementation Coordinators (17/1C); (L): Psychological Transfer Transfer Coordinators (17/1C); (LAM): Example Coordinators (12/1C); and et al network capacity within Early Psychological Intervention Practice Support Children's Services, Learning Disabilities; and Enhanced Psychological Practice. Funding enables services to conduct Learning Training Rest analysis Psychological Practice. Funding enables services to conduct Learning Training Rest analysis and/or recommende learners - sasis the Intel Learnies to deal Staff Training Rest analysis and/or recommende learners - sasis the Intel Learnies to deal Staff Training Rest angle place to practice, delver and implement a programme of training in exidence basis of psychological approaches localing nationally in partnership with NK3; and monitor and report on local delivery of training (including post training evaluation) to NS.	partner Health Boards outlining d deliverables against funded networks/services.	national basis for NES funded educational infrastructure services	educational impact within Health Board areas in November, Data to be provided to NES from Health Boards: Name, band, WTE, post and forecaste salary spend of postbilder/s recruited to provide the service, any other uses of funding to enable deliverables bein met.	educational impact within Health Board areas in November - Data to be provided to NES from Health Boards: Name, de band, WTE, post and forecasted salary spend of postholder/s recruited to provide the service, any other uses of funding to enable deliverables being met.	Red	Health Bound partners as we have not received funding confirmation from Sociath Government, We are in doac construction with Bower and generationality the continuation of funded services in the absence of funding agreement. It is anticipanted that SUs can be issued during Quarter 2 as late receipt of abcorbon letter in easy Quarter 2 will enable progress.	Green	education infrastructures services, and purchase orders have been raised. Health Board partners have therefore energies of funding confirmation boards 2025 to seall be progress on a greed objectives outlined in the SLAs. Networking events and meeting are underway.	Green		monitoring of utiliaation of funding in instation to the agreed defiverables collined in the SUA has taking black, and Health Board partners have made good progress locally. Metworking events have taking black.	areen
3. Mental 4652 Psychole Health	gy Education, Partnerships training & workforce development	Build capability around SP24 - no of innovati workforce supply initiative with MS investment	Addecaret Mental Health Socies (CAMRS) and AddM Mental Health services by continuing to support agreed individual workforce development plans with all MS Boark in a contouri with AurX 2006. It processing the CAMRS broakedge and addits in in voldence based associations, and interventions including prohoding/and psychological based by the second second and the second accession of the second accession of the CAMRS broakedge and addits in involdence based associations, and interventions including prohoding/and psychological based by hypothologists will grow capacity within a tiered area model for delivering Pts to populations of Other Pengle. This will in this support heimproved performance on Pts 10 Second compositions for a service and the Clinical Psychologists will grow capacity within a tiered area model for delivering Pts to populations of Other Pengle. This will in this support heimproved performance on Pts 10 Second compositions for a service and the Clinical psychologists will grow capacity within a tiered to advece psychological three advectors to access applied part applied psychologist in the Clinical Psychological three prohoding clinical and local delivery of training and supervision in psychological interventions and threepise.	by HB partners for posts to supervision training and coaching provision	supervision, training and coaching provision.	by HB partners for posts to supervision, taining and coaching provision.	n Continue to monitor funding utilisation by HB partners for posts to supervision, fraining and coaching provision. Report to SG on utilisation of funding.	Green	Continued to monitor funding utilisation by Health Board partners against posts to support supervision, training and coaching provision locally.	Green	Continued to monitor funding utilisation by Health Bland partners against posts to support apprevision, training and cacaking provision callow). Specific monitoring to kertify any movements in relation to agreed funding will commence at the end of Quarter 2, with a view to finalising forecasts by late Quarter 3.	Green	Green	Continued on nonitor funding utiliation by Health Board partners against posts to support a supervision, training and caraching provision (bally). Forcards, the vehical edit almost of a Health Board areas, and figures have been reported to Scottsh Government colleagues around uptake.	ireen
3. Mental 4653 Psycholo Health	gy Education, People training & workforce development	Increase the capacity & SXP24 no of innovati capability to deliver initiatives with NES psychological interventions	on In response to the Mental Health Strategy 2017 - 2027 we will Govelop a national programme of education and training acors a range of multidopinghum multicatoral areas including. Aution; CAMRA's Demetix; Eahy Interventions; Health Improvement; Learning Disabilities; Pareliatric; Pavening and Infant Mental Health; Preinstat; Physical Health; Supervisior; Payhodiogical Interventions and Tenapise in Add Mental Health; Add Taruma. We will continue the refersh of the Psychological Therapies Matrix. We expect to develop more than 3 educational/training resource, and refreshing/updating 10.	and training across a wide programme of multidisciplinary and multisector workstream areas.	Development of a wide programme of resources across workstream areas.	f Development of a wide programme of resources across workstream areas.	f Development of a wide programme of resources across workstream areas.	Red	Sottish Government funding comfination pending - in the absence of funding confirmation pairs are oroging to devokacional and retraining resources across pargoment of multidisciplinary workstream areas. It is anticipated that work can connence in Quarter 2 - late receipt of allocation letter in early Quarter 2 will enable progress.	Amber	Confirmation of Scattah Government (SG) funding in July 2024 has enabled some progress around the development of scattania and training sources. 28 resources are in development. Five resources are undergoing a refresh or update. Some resource development has been unable to proceed due to resourcing issues including vacancies and due to the late confirmation of funding from SG.	Amber		Confirmation of Stortish Government (SG) funding In July 2024 has enabled some progress around J the development of devication and training resources. 28 resources are in development: The are resources are undergoing a refresh or update. Some resource development has been unable to proceed due to resourcing issues including vacancies and due to the late confirmation of funding from SG.	lmber
3. Mental 4655 Psycholc Health	gy Education, People training & workforce development	Increase the capacity & SAPIL - Nage textmem capability to device psychological improve practice interventions	Deliver a national programme of education and training across a range of multilipplicary multisectoral areas will including. Advance CAMHS, Dementic Length Interventions, Health Improvement, Length Dablies, Fadeland Parenting and Inflant Mercal Health, Perinata, Physical Health, Supervision, Psychological Interventions and Therapesin Fadeland Mercal Health, and Human. This will be down as an isof methods localizing (21 raining, online training, wellnams and Lue events. We anticipate delivering more than 4000 educations and training galaxies, advance and the advance and the events. We articipate delivering more than 4000 educations and training galaxies, educations and Lue events. We articipate delivering more than 4000 educations and training galaxies, educations and Lue events. We articipate delivering more than 4000 educations and training galaxies, advance and the state of the s	multidisciplinary and multisector workstream areas.	Delivery of education and training across as wide programme of multidisciplinary and multisector workstream areas.	Delivery of education and training across a wide paramene of multidiciplinary and multisector workstream area:	Delivery of education and training across as wide programme of multidiciplinary and multisector workstream areas.	Green	Training has been accessed / delivered access the NES practice types to the following numbers: informed - 342.23 Salited: -1.364 Specifiet: - 369 Specifiet: - 369 Specifiet: - 369 Number of times: NES Psychology elsaming programmes across the mubblicipilinary workstreams have been accessed.	Green	Training thas been accessed / delivered across the NES practice types to the following numbers for Cauter 2: Informed - 28.062 Staffer - 11.29 Enhanced - 10.19 These numbers include number of times MES Psychology elasming programmes across the multidisciplinary workstreams have been accessed. Camulatively for 2024/25, training has been accessed / delivered across the MES practice types to the following number of 56.463 Enhanced - 2.176 Seccials - 2.056 Y discogram yeas found in the previously recorded Q1 numbers, the cumulative numbers above represent the correct numbers for 2024/25 as at the end of Quarter 2.	Green		Training has been accessed / delivered across the NES practice types to the following numbers for Informed - 20,006 SMIRed - 33,000 Enhanced - 43,000 These numbers include number of times, NES Psychology elasming programmes across the multidisciplinary workstreams have been accessed / delivered across the NES practice types to the following numbers of SMIRE - 20,000 Net Television - 20,0	lue
6. Health 4340 Social Ca Inequalities and Population Health	re Education, Partnerships training & workforce development	Provide equality & SSP021 - no of HS3 human rights education programmar active engagement of poople with lived experience	Create disseminate and promote the use of elocation mesource, activities and partnerships to support the health and void out workforce to identify support and involves cares as equal partners and understand the implications of Carers legislation for their practice, culture and ways of working.	strengthening relationships support us of the resources. Promote, celebrate and give recognition to Carers week an support others to do so.	Carers Centre Staff and identify up to	enable the creation of an unpaid care a masterclass for staff working across mental health services	Explore synengies with young carer s workstreams and earn while you learn routes to employment. Host at learning and sharing event, bringing together partners across the health and social care workforce, in support of short breaks for unpaid carers.	Green	Intender milliottows: have been schlender engagement has been understalen toom internally and extendial across MS-to sice her perified for dange hartens in Euro (EMC), cues 500 extenring modules have been completed with significant upsike from suberts at the University of the Neuro Schlarde (UMS). Schummknistion strategy was created to generate activity across Cener Week which included an internal and esternal NES audience, reggings with Carer teads and Carers Centres in particular. Several new members priorite der NES pereitigener retender and we isuad EPC information packs across the country to interested NHS territorial boards, Caren Centres and Health and Social Care Partnerships (HSCPs).	Green	Intender militations: have been actived. The L Stir tatter assists were hid online with 72 people booking in and 22 attending with hord and in presens discribit Online sissions with 24 people booking and 22 attending on the day. Feedback from attendes have rated the sessions highly accouncieding the bornel of considering as under-based approach there work. All people focus of the series learning and recognised the benefit of having a 'carero' cargonisation' focus. Whe people have lighted by a understate having the series heaping to be been facilitation for their organisation and we had attendence from 15 separate organisation. During durater 3 as well apport these learness to mile their practice through a Communy of Practice model. During Quarter 4, we will host a Train the Trainer 2-day in person session.	e Green	Green	Introder directions have been achieved networking has taken pices across local array for approximations, national metal hashift het exist or organisations, national caree organisations and stantary organisations to help identify the right popole around the table to develop a materias in a sing a wateress of a uprodia circar a cost of the metal heaht and welfs uprodices. The sing command and a person with a mental heaht and welfs ob been identified and supported by organisations to contribute to the progo in braining develop the masterclass, identifying the key messages and potential speakers for that format.	areen
6. Health 4403 Social Ca Inequalities and Population Health 2322 5. 1 1 1 2	re Education, Partnerships training & workforce development	Implement SKP127 no 7 NES engagement with programmes people with lived experience to inform our work with lived experience autors and the second second second second with lived experience	Stopp and develop an organisation wide approach to engagement and participation activities in partnership wit people with lived and living experience.	support implementation of the framework across NES activities.	Deliver implementation plan.	Continued delivery of implementation plan and engagement with NES colleagues to inform the evaluation of the framework in practice.	the framework to support embedding. F into practice.	Green	The 'Involving People and Communities' framework has been approved and we have now set up a number of spirit groups to develop an Impermentation Pinan and eveloping the necessary policies and resources to support effective implementation later in the year.	Green	The involving People and Communities workstream onthruse to comple links to resources that availary denist. Howe till is added in to the wide Quality System database. Both the Safeguarding Pelicy and the Renumeration Pelicy are past the first draft with the Safeguarding Policy going to a NES Saecutive meeting in October 2024 for approval.	Green	Green	The involving Repete and Communities (PC) evolutions the progressed with a focus or; evolving the rememorshop locy (which is the top to the Learning Education Quality System (LEQ) Project Barel in January 2023); socializing and esting the framework pre-implementation; denting resources need to upubli LBC consident the design of the framework to neuron it is presented on a way that adds understanding and mightenetation. More recently, this become clean that the interdependencies carsos a number of LDE workstreams need to be considered and action tables to support, plan and progress these within the wider LDE Stategy, which may lead to an Americation at 2023 (V) served.	Imber
6. Health 4723 Social Ca Inequalities and Population Health	training & workforce development	Provide equality & TBC human rights education	Sabjet of knofingAdvance KSS approach to Health Guily and to addressing Health Inequalities: raise anareness with US of the migat of the health inequalities and embed a health inequalities approach in our education and training programmes.	Engagement with organisations and partners who are experienced in this area	Consideration of options and identification of capacity to support this work (Recruit Health Inequality Specialist Lead)	Initial draft of approach/framework developed.	Approval of approach/framework.	Amber	We are looking to advance the business case for the recruitment of a Specialitie tand and the shaft longuilatien) and are convening the Health Inequalities Group all KSS to consider that action we can advance meantime. We are planning a Board Development Session on Health Inequalities.	Green	Specials taced (Health Inequalites) Business Care approved, Board Development Session on Health Inequalities arranged for 24 Cocker 2022, Accumient Completes, Perfored candidate analogi start date and induction being prepared to support cross-organisational consideration of health inequalities and learning materials.	Green	Green	Intended milections have been achieved. Specialis Lad (Health Inequalities) possibilier commence with MIS Conclore 2024. Anchors was eliginged to support ross-MIS achievity in relation to health inequalities. Frioring December 2024, Agreement to progress development of these into a programme plan, Agreed postholder will lade a presentation at MIS Annual Conference pJAP 2023 on the Silversite Missioni (post: Workplace learning and thealth inequalities: Units with colleagues within and outwith MIS continue to be made.	ireen
o. Health 4221 Social Ca Inequalities and Population Health	re Social Care People Workforce: increasing capacity & capability	Workforce SKP13 - No of times development to increase capacity & capability across social care workforce	Repurpose TURAS Learn (reviewing existing content on Turus Learn and repurposing to meet needs of social case tor)	partners who are experienced in this area	Review Turas learn content, identify and prioritisc content to be repurpose for the social care workforce. Develop plan to integrate relevant platforms and tools, and ensure seamless access to online modules and resources for the social care workforce.	d access underway	Repurpose content continues based on prioritisation, small scale testing of access complete and ready for pilot	uréen	Intended militationes have been achieved: engagement across NS has taken place and from this, a small project team have been assembled: Sections have been arranged to finalise government, comma and engagement, risks and ways of working. A framework is being developed to support the screening and analysis of learning products.	ureen	Multi-phased approach to screening is well underway with screening now in Phase 3. Generated agreed in a way which provides interal understame noverging and effect in a TUASS Befenh Programme. Proposal for prioritisation method awaiting approved, date of learning product review many sought from content owners. Yood Winitrust scheduling or repurposing activity. Some activity already completed (e.g. where products were being reviewed and opportunity to support anne was presented). Interopretability has been explored with no sucs defined.	Green	Green	Intended milestoren have been achieved. Much of the focus in Quarter 3 has involved content of more while responding to requests for input now products (left-hall prevent 'repropriatig in future). To that end, the Seriori Educator has supported a number of requests to ensure learning products are fift or solid are setore. With tention being focused as decrobed, not tenting of access has been required. When tenting of access is required, this will be understaten using established TS processes and responsibility for this will be retained by the content owner(s).	arcen
8, Worlforce 4808 Social Ca	e Social Care Partnerships Workford: increasing capability capability	Workforce TBC developments of a increase capacity & capability arous social care workforce	Work with Scattal Secial Services Council (SSC) on developing: National Induction and Pasporting, Career pathways navghee may and method end model of Continuous Professional Learning (CPL), develop, deliver ar embed new Integrated SVQ in Health and Social Care.	d of goal / work requirements and dSST incl pilot requirements and measures o success. Agreement of initial scope (outcome, success measures, prioritisation) Development of communication and engagement plan Align with core project group and Qualification design team on work completed to date on new Integrated	establishment of operational		One. Review of models, i tools that support and enable portability – prototyping and internal testing. In Creation of passport prototype ready for pilot. Pilot / testing content and passport prototype with small number of providers and staff against agreed success measures. Development and user testing of navitable mass per agreed soc:	u.een	Intended militations have been admined. Scope and intended outcome have been durified, beenfs and rich, project planis, government amagements addialed. First meeting of joint sponsorbs team completed addiatatorily, Communication and Engagement Strategy submitted in beard for garporated and will be finalised by end of June 2014. If the Qualifaction discipit team is beard for garporated and will be finalised by end of June 2014. If the Qualifaction discipit team SQA Accorditation Coordination Group IACGI has approach the SQL Integrated Health and Scalar product and submission to the ACGI for approval to offer the qualification for delivery.	ureet	National Induction Framework (MIP): Intended milestones have been achieved - Isaming outcomes there been developed, provisional cortents have been pathere via eragement with statishiders and desktop meries. Content will undergo content validity testing early in Quarte 3. Technical aspect technical aspect and the statistical statistical aspects and the statistical statistical and MIP. The interpretability aspect to under active consideration with a decision on iterability expected aspects and the statistical statistical statistical aspects and the statistical statistical statistical Career Opportunities Tool (COT): Intended milestones have been achieved - job families are almost prototype has been developed. This has been shared with bayot from achieved and bas received prototype has been developed. This has been shared with bayot from achieved and bas received prototype has been developed. This has been shared with bayot from achieved based table for deduct. This continues in bayot and base statics stateholders and within part for advectors. Tabletone (SIG): Contengoness are to place for an erage programmer with. This SIQ) integreted Hist Marked Statistical Content SIG. Technication necelved that the SIG are approach to offer the qualifiction. Next steps, captured in the joint NES / SIG: delivery plan will involve promoting the assert to identify early adopters / pathiftees.	direch d		National induction Framework (NIF): intended miletotores have beem achieved. Content validity of testing completed with high level of validity for advansible proposed content. Wile proposed content is paragread for advance with an uncertainability of the content wile law added to post content is paragread for advance with an uncertainability of the content wile law added to post thirtogracefullity. / cores glations communication has been tested and developed, intratutively approved / agreed as a law advance with an uncertainability of the content wile law added to post thirtogracefullity. / cores glations communication has been tested and developed, intratatively approved / agreed as a law advance testing bases. Career Opportunities Tool (COT): intended milestores achieved. Job families approved, concept testing completed. Agreement to proceed with portunement is dayadied with the botted on developed and will be consulted upon during testing phase. Career Opportunities Tool (COT): intended milestores achieved. Job families approved, concept testing completed. Agreement to proceed with portunement of supports where Mi S and SGC in the Social Social Social Concept Concept testing completed. Agreement to proceed with with Not the COI and which thematives will be hosted on developed and will be consulted to advanced. Social portune to SGC underway regarding possible risk A could pay in future (port humch) SQC Integrated testing from action was prepared by SSCL and jointy promoted by betworks SGC and SGC and Concept Concept table to support a point strategic approach to future communications and promotions of the SVC. To the end, a short and SGC and GoC and Concept Concept tables tables option at joint strategic approach to future communications and promotions of the SVC.	nden

SG Recovery Driver De	2024/25 ADP eliverable Number	Directorate	ledium-Term NES Strategic Priority Theme	NES Strategic Theme Detail	NES KPI Reference	2024/25 Otherable Summary Brief nummary of the deliverable, outlining the intended action and what this will achieve in 2024/25.	Q1 Milestones What you intend to have achieved by Q1	Q2 Milestones What you intend to have achieved by Q2	Q3 Milestones y What you intend to have achieved by Q3	Q4 Milestones What you intend to have achieved by Q4	Q1 RAG Status	Progress in Q1	Q2 RAG Status	Progress in Q2	Projected Q3 status	Q3 RAG State	as Progress in Q3
Workforce 44	107 We	sust	rral Performance icency, acability & relability	Maximise NIS's efficiency and demonstrate best valu	3XP11 - Employee Engagement index e	Deliver MS Human Resources (HR) Proposition and Model, employment status project, recruitment; and new ways of working (VWeW) programme to ensure HR delivery is efficient, accurate, reliable and customer focused.	Year 1 - Create end to end process improvement delivery plan, including amplifying processes, maximising the utilisation of technology, self service and metrics. Develop an interin structure to deliver an IR service model built on three level elements including centres of expertise business patrimeng and operations with a focus on process improvement, of data accuracy and reporting, establish action plan to method interin structure and new ways of working establish action plan to transformation activity aligned to embedding self service function	Interim structure embadded and development of anys of avoing with review and referets of al 20% for all in processes, training and development staff or 50%	IR	Review the colleague and line manager journey to provide greater control of their Hild data including delivering a change management approach for Managers bushboard	Green	Rapid improvement Plan established April 2024 as part of Stabilisation workstream of wider HI Transformation Programme. The following priority schelles achieved: HI Organieg Models - Institute Ins	Amber	Interim structure embedded April 2024 as reported in Q1 update. HI Transformation Programme Baard continues to progress key statistics through three workstream. Sublisition B. Recorety Workstream - How workstream and the statistication of the statistic programme based continues to programs. In Verify Lists of ODA have been completed, an issue has been approach. Workstream - How works are statistication of the statistication of the statistication B. Recorety Workstream - How works and the statistication of the statistication of the statistication of the statistication of the statistication of the distribution of the statistication of the statistication of the statistication of the statistication of the statistication of the statistication of the statistication of the distribution of the statistication of the statistication of the statistication of the distribution of the statistication of process is being presented in Potternahier, Method has for substrating application, constructure and mores have been deficient application workshop for the Land Employee work have been held and more have been shedded for progress in part of the programmer, and comp line mOVEM in the mail statistication of recruitment fances inclusional upport to provide haring for prove 2004 advects the factor have been held and more have been shedded for progress mecasary resources to recurcit to poiss and lisis directly with East Region Recording SU24 works the statistication of the statistication of recurrument has been developed for completion during November 2004 March 2002 SU24 Advects mecasary resources to recurcit to poiss and lisis directly with East Region Recording DU24 Transformation Workstream - france to poiss and lisis directly with East Region Recording DU24 Transformation Workstream - france to poiss and based and for the poiss based based and for poiss proteins all to applications directly disagneement direct based and development of internahi Workstream - france to poiss the statistication workstream and development of altent	Amber	Amber	Noting of Self-ervice not progress documented business processes. 2 model which is in development but tell is lare barch 2025. Simplification of programme and can be completed without the input
6. Health 44 6. Health 44 Inequalities and Population Health	511 We	forkforce Edu wor	ter for Partnenships Addoce Supply (cation, Partnenships cation, Partnenships sogneent	workforce supply	5 39710 - Xage of workforce accessing learning products 5 39708 - % of staff who in experience NIS as an indusive organisation	Support workforce capacity in health across Scotland, ensuring the sector has the right people, in the right place at the right time, by facilitating the development, implementation and speed of workforce initiatives, which will help tackle priority workforce challenges, focusing on supply, data and marketing.	Feffree the workforce planning tool and support is use alongide the revised national workforce planning process. There will be digital requirements around bits however the data group will understand more about what these are Scope on the values of the single of posterial population health project to understand the impact of population health on workforce demand. This project is only posterial aid at the stage, it is still being scoped. Claster 1: Development of learning resources in program with inleast experts ababediar indexed and influences of the babediare indexed and influences of the babediare indexed and influences of the babediare indexed and influences is informed to babediare indexed and influences is informed babediare indexed and influences in program babediare indexed and influences is informed babediare indexed and influences in programs ababediar indexicons acting any hits babediare indexicons	identified innovative supply initiatives including international recruitment of NMAHPs and medics	workforce gaps via marketing scholy witch raises the professions. In Project to be underway Quarter 3: New learning products Quarter 3: New learning products Quarter 3: New learning products	Net's Sociland careers social media channels reinstated with daily context and impact mohising inplace, media imagits paper finalised and medical workstream culpular gareds, support rote Boards aligned to SG targets. Final output from project Guarter 4: Public Sector Equality Duty statutory requirements met; DD Stortarge (Jan ching improvements in true Equality and Diversity Jone and new learning products available.	Green	Feedback from Health Bourds has been collected on the workforce planning tool, which are being reviewed between the Centre for Workforce Supply and the NES Data Group. Anti-racium digital resource is being edited for launch by end of June 2024 - we are reliant on support from another team for this date to long term sink lawse in the team. Elargement with Destructurate, Rupping being Group and Work Sociated Rupping resource is informing WSS squality, racium approach. Revolet 3820 Dana transfer for launch by end of June 2024 - we are reliant on the team being sprace and the state of the second team of the statem in the second team of the material sprace of the second second second team of the second team of the racium approach. Revolet 3820 Dana transfer for launch are of d June 2024. Two scoping methods have taken place to lending team for the second team of the second team of the second second team of the second second second second second team of the second second second team of the second second s	Amber	Scoped out options for international recruitment in calibilitation with Scottish Government and Health Boards and have taken on feedback to understand the best way forward regarding international incruitment of psychiatrics. Alonging this the Centre for Workness Sapply (CMS) is progressing work to undergin this including working with the NSI Medical Directorate exploring memory of the Centre Medical Could (DMC) Sponschulz (DMC) and the DMC on any optimation of the Centre Medical Could (DMC) Sponschulz (DMC) and memory optimation of the Centre Medical Could (DMC) Sponschulz (DMC) and memory optimation of the Centre Medical Could (DMC) Sponschulz (DMC) and memory optimation of the Centre Medical Could be used and the Centre National on understand these population demand data could be used alongiable workforce papely data to innovate workforce panels, NSS is now in the process of defining its role in the source. Arci-inscium digital resource published and disseminated to partners, Revised Equality & Diversity (EAD) Core on Tures defineed partners, Revised Equality & Diversity (EAD) Core on Tures defineed and promoted. Arti-insciton action plan and Equality, Diversity (EAD) Core on Tures defineed and promoted. Arti-insciton action plan and Equality, Diversity (EAD) Core on Tures defineed and promoted. Arti-insciton distance (Deformate, NS) Stretenship proge, Mundiversity learning mouses now scoped and and linked experience is in forming hearing proge. Mundiversity learning mouses from scoped and and linked experience is in forming hearing proge. Mundiversity learning mouses from scoped and and linked experience is in forming hearing tommers and Board in progress for Quarter 3.	Amber Green	Green	Continued discussions with boards Q4 bringing together boards with a stabilish a board is model and ar Regin work to draw together all of Karon and the draw together all of Karon and the draw together all of the stabilities around marketing. We can exclail metal shares (by caro men online in Q4). Web Societado Bigital esconts caro come online in Q4. Web Societado Bigital esconts caro Linkelitic continuing strong growth- -420 A mer follows all platform -220 MAMD Dank EDI Strateg has been develo and the board in March. Neuroble and the board in March. Neuroble there on the board of March. Neuroble there on the board of the the there resource e.g. Scientification of an escontre e.g. Scientification of an
9. Digital 44 Services Innovation Adoption 9. Digital 45 Services and Adoption		Vel /orkforce Edu train wor	rtforce Partenhys Leting cation, Performance Aforce Aforce	SG delivery partner for leadenbild, digital and data Deliver National Digital Platform, Digital Platform, Digital Platform, Digitally Exabled Workforce Programme	Engagement Index	Subject to funding - design and deliver the digital infrastructure, content and user experience to support the policies delivering a publicly accessible national digital platform to deliver the vision for the 'Once for Sostiand' Workstore Policies rougeamme. Deliver a national programme to improve the digital leadership, digital skills and data skills of the health and social care workforce across Sostiand to address key priorities in relation to workforce digital capability.	Phase 2.2 Embracing Equality, Diversity & Human Rights, Gender-Based Violence, All Phas 2.2 policies will be laured in March 2025 Delivery of the workstream actions and milestones aligned to the commissioned work from the South Government (Sci) objetal Health and	Unions & Professional Organisations, Personal Development Planning and Review (PDPR)	& post-employment, d Delivery of the workstream actions an milestones aligned to the commissioned work from the Scottih Government (SG) Digital Health and	Secondment, Redeployment, Al Phas 2.1 policies will be baund in March 2025. delivery of the workstream actions and militations aligned to the commissioned work from the South3 Generative stream and the south of a Digital Age Delivery Plan.	Green	Inform NES's EDI and wellbeing work. The Once for Scattand policy programme has begun Phase 2.2 which includes policies such as Entracing Gaulith, Ohversity & Numan Rights, Cender Based Vulders. The Policy Development of Construction of the Co	Green Green	The surfi sunch of Phase 2.3 of the Once for Sostiand policy programme will go into soft launch 31 October 2024. Work is underway in updating the ranging website in preparation for sufi launch. Following the work to develop and design, the Digital and Data Capability framework launched on 24 Jay 2024. The tasking Bigliel Transformation in Health and Care for Sostiand USS Cahort J PCDign with 41 participants and Cahort 2 PCGrt with 25 glates commenced on 6 September 2024. The tasking Bigliel Transformation in Health and Care for Sostiand USS Cahort J PCDign with 41 participants and Cahort 2 PCGrt with 25 glates commenced on 6 September 2024. The bit Sostian score lands the sostiant bits of glates for the Sostiand USS Cahort 2 PCDign with a split and the sostian score lands the sostian score the sostiant of the Sostiand USS Cahort 2 DCD methods and participants and cahort 2 PCGrt with 52 glates (score) and the sostiant and the solid commenced on 28 August 2024 with 80 participants. The Soswidge Information and Oata arrang Networks grants that orge conclusion extended in the Public and community exerts. Throughout July and Jugant 2024, 55 training sessions were delayed in Powell in Powells in EXIM in Research Tachology Forbald Can (TIC), which was launched. TA'A in TICs had 39 participants complete Tachology Forbald Can (TIC), which was launched. TA'A in TICs had 39 participants complete Tachology Forbald Can (TIC), which was launched. TA'A in TICs had 39 participants complete Tachology Forbald Can (TIC), which was launched. TA'A in TICs had 39 participants complete tachon is a start and launches. TA'A in TICs had 39 participants complete the hold pharter launchest tachon the tachon term pharter launchest method to hold by community and launchest tachon term pharter launchest method to hold by commend launchest tachon term pharter launchest method to hold by commend launchest tachon term pharter launchest method to hold by the tachon launchest tachon term pharter launchest method to hold b	Green	Green	The test site for Phase 2.3 of the O successfully underwards a soft baues barries of the successfully underwards and barries pictular and muscliful pol creation of the accompanying tipp developed for tunchin in January. The January Pathwary was completed for Softand Max and a soft of the pa of a forward and a soft of the pa of a forward and a soft of the pa of a softand poly and a softant of the formation of the participants learner for the rest of Cohort Landerbly Programme Cohort 22. Landerbly Programme Cohort 22. Landerbly Programme Cohort 22. Landerbly Programme Cohort 22. Landerbly Programme Cohort 23. More than a softant of the softant development of the set of Cohort development of the set of the set of Cohort development of the set of the set of the set of the set of development of the set of th
8. Workforce 44		forkforce Nati	valitor, People ning & People elopment isoni grammes grammes	Deliver the NES Workforce Plan and Organisational Development (OD) Pla SG delivery partner for leadership, digital and data	SP11 - Emoloyee Engagement Index a SP110 - Nage of workforce accessing learning products	Deliver an Organisational Davelopment give that improves NCI staff reperience, engagement and overall approach in support of the NSS dorregs. To work calibocatively across NSS in coscilately, deliver and evaluate staff development Referings and associated staff support portnome suscerial hybrid works orchined staff development & wellbeing. To monitor, manage and improve all approaches to ensure high staff engagement and wellbeing across NSS. Design and definer rational succession plenning process, infrastructure and governance aligned to local processes and supporting routiment and orbitanding processes for NHS Board Chief Executive Officer (CO) and Executive Director roles.	learning offers as outlined to SGC as well as delivering a successful learning at work week. s Launch of Phase 2 of Chief Executive	Review of MSI Curr Way and development of behaviours reflecting XSI strategy Development and implementation of associated staff support and development opportunities. Cardinaue development, succession cardina development, succession planning and values based recruitmer	capabilities plan to inform yearly development funding needs for NES a staff development Continued delivery of the workstream actions and milestones for executive cohort development, successive	Creation of a Catalogue of learning for staff with increased affinings for Management staff including continuation of the NIS Line Managers network with support for a range of managers and leaders across the organisation. Continued delivery of the workness actions and mischane for sencodire cohort development, succession planning and values based recruitment	Green Green	We have delivered a number of nucleones and actions aligned to the CD Res including the launch of the Webbring Neb, the Hydrid avoiding pathy alchoit, due to be approved by the NSE Seccious Team in July 2024 and the line manager almostow. Link is also for launch mid July 2024. The ime manager network is already in place and is being enhanced by a full programme of upporting the will allo controls with the roll out of a manager handbook. Choir Suite Section 2014, the section of a large 2024 the will allo control with the roll out of a manager handbook. Choir Section 2014, the section of a large 2024 the will allo control with the roll out of a manager handbook. Choir Section 2014, the section of a large 2024 the section of the section of a section of the section of a section. Hys concernise phones are developed for the section of advector line, Hences and discuss, Rey tablebolder (EL, Chain, HRO) engagement complete and commis inued settings are requirements leads in all 22 Boards established. Initial plane developed for senior leader memorys areas. Nev assessment process for CI recruitment designed and plated with two NeX Boards.	Green	September 2024, the MISS Stills like bia datascade 14,185 site visits from health and social care staff over the last 90 days, with 4,033 users over the last 30 days. Intellhering Matters (INM) Project: Phase over of the VMA project is non-complete, with the "intellity Workplace. Mark, book 4 day" plans added. Hydrof Working Phase, Mich Londy 4 day" glans, added. Hydrof Working Phase, Mich Londy 4 day" glans, added. Hydrof Working Phase, Mich Londy 4 days and a start of the Statest Phase Statest Phase Work Locators Phase. Were Managers Network & Handbook. The line managers hundbook has been launched and a moline launch statest with Locators Phase. Use Managers Network & Handbook. The line managers hundbook has been launched and and the event a suitable and the handbook accessible coline and in PDF format: event assessment process has also been glanned. Prepistatory work for a same statisticated mode for Director-level more than day launced. Projectatory work for a same statisticated mode for Director-level. Linkon with Scottish Ladder Scrumsh been scottared breaks the part of the market and Director level. Linkon with Scottish Ladder Net No Fare scottare Handbook tare and Director level. Linkon with Scottish Ladder Net No Fare Scottare Phase that parts of the handbook tare been barread and and the and meters are currently being morulated at Char., Chef Facectare and Director level. Linkon with Scottish Ladder Scottish Ladder Net Nils Bands Scottare Network and the ord for meters to be carding and work is organing with the group to Eventhre have all the ord of meters to be carding and work and were working with the Scottare have and glanne carding to carding to carding and work and were working with the scottare have and glanne carding to carding to carding and were working with the scottare have and the ord for meters to carding to carding and were working with the scottare have and the scottare to carding to carding the and were scottare with the scontare have and the scottare to scott	Green Green	Green	Lage in Exc. Conditional Town in and process mays serios. Work is local authorities to access the MBG conding Capability Southand and S 44(3) Take withs flow mass room of 44(3) Take withs flow mass room of 47(3) Wolfmign Capabilities Plans. Folgers Facilitation, Carecon Conversation of Annual Capabilities Plans. Folgers Taket and Capabilities Plans. Folgers Carectories The Academic Conversation and control and capabilities Plans. Folgers Carectories The Conversation of the Carectories The Convers Resources and care
8. Workforce 44		buok	ional Performance dening and Qi guannes	Defrer national leadership and Qi prigrammes	3XP110 – Kage of workfore accessing learning products	Design and deliver a national programme of development and peer learning opportunities to develop leadership skills, knowledge and behaviour, needed to create a subure of collaborative working across health, social care index of the suburger of the facture, Socials Clinical Leadership Fellowe, Management Transmy Scheme J.	Leadership (DSSL) programme and evaluated automass. Delivered Jaums activities of Directions of public health landership oprogramme. [DHV] and weblickers, website content and blags of werklinkers, website content and blags of werklinkers, website content and blags of and deliver alphops and diversity leadership at all level programme. SLC2P - Delivery of Ladership and deliver alphops and diversity leadership and diversity blags. The and deliver alphops and diversity leadership in Practical works are to Coherol 12. Leaderships and deliver alphops and sublicity to directorates to embed in their leadership oprogrammes and part of OD Plan Managers. Toolkit offer. New Horizon - Floatistan of Coheron 12. 2024/25 1171 - Delivery of Moodle 5, for caheron 13 and resulting and traffections for Coheron 14. MTS- Interviewing for regional model anismines for 2023 coher.	social campitocial work offers and devel saphage and even justaces has at all need programme. Subsectional Control 13 is sobooted at LAMD Session hold New Horsteen La LAMD Session hold New Horsteen La Montal Session hold New Horsteen La Montal Session hold New Horsteen La Montal La Mitta Session La New Johnson Montal And Session La New Johnson Recultance of Control 13, New Johnson Recultance Harming Depils for onder La Montal La Mitta Session La Montal Montal Session Horsteen La New Johnson Recultance (Control 13, New Johnson Recultance Raming Depils for onder La Montal New Johnson Horsteen La Mitta Session Recultance Raming Depils for onder continues for 2025 schort and tables taused for psychometrics and tausestimet centres.	Cohort 13 and input to the selection to cohort 14. SLIP: Leadership and Human Factors input to the Cohort Peer Thinking: Accountent for the latest cohort. Here Holtzman. Deflery 1 and 2 and Slin. Development results and securing / planning facilitator commitment for Cohort 51 rt. MIS - Recultament Planning continues of or cohort 2025 moving regional mode s	Human Factors input to the choice the Thinking - Choice of there Thinking and the Thinking - Choice of the Thinking and the REFT - Choice of the Choice of the Choice and Factor the Choice of the Choice of the and Factor the Choice of the Choice of the bageining the Recruitment process for Cohort 15 ATS - Recruitment process begins.	Green	Finding - avaiting confirmation of Sostish Government funding for 2014/25. DSA - Programme delivery concluded May 2024. Evaluation proce concluding in July 2024 - final DSA - Programme delivery concluded in Docember 2023, evaluation concluded with report available in June. Devels and Eggegement - Variaul events and 1:in person event delivered April to June across Badonship and equalities topics with the in-person event delivered April to June across Badonship and equalities topics with the in-person event delivered April to June across Badonship and equalities topics with the in-person event specifically around leading with Docidin media platforms. Two series of podcats were released in May. Continued our engigement with L2 CApp. Associal creat and Social Work Sub Groups (Defence Group) - continues to meet with membership from across various social care and social work organisations. Applies provision #16 Social Work Sub Groups (Defence Group) - continues to meet with membership from across various social care and social work organisations. Applies provision #16 Social Work Sub Groups (Defence Group) - continues to meet with membership from across various social care and social work organisations. Applies provision #16 Social Work Sub Groups (Defence Group) - continues to social work organismesters National Lastership Programmes: National Lastership Programmes: National Lastership Programmes: 1 Derives and groups (Defence Participation and Applie (Defence Participation Model) Applies procision #16 Social Work 2024 Areas State Participation and Applies (Defence Participation Applie) 2 (JTI Consolidation Event in June 2024. Consolidation Event in	Green	Indexpense is Socialis Government to identify any other development support that might be medical. A programme of Adaptic Learning Set Isa be then developed for appring directors and will be glies in Guintri 2 and Quarter 4. Medical Lacekrolip Programmer. Under the set of the lacekrolip Set Medical Set Of the set of the set of the set of the set of the set of the set of the set of the reviewed for delivery in November. UPI - Suburitors of the set of the set of the set of the set of the reviewed for delivery in November. UPI - Suburitors of the set of the set of the set of the set of reviewed for delivery in November. UPI - Suburitors of the November. UPI - Suburitors of the set of the set of the set of the reviewed for delivery in November. UPI - Suburitors of the November. UPI - Suburitors of the November. UPI - Suburitors of November. UPI - Suburitor of November. UPI -	Green	Green	bern addrd to the Senior Ladershi Landing to Charge Emission of Registeries - Continuin- social rare and costal work, across and planning undercosting senior of the Chargement - Continuin- tion of the senior Section of Section Section Chargement - Section Section Section Chargement - Section Section Learner Management, Monthly calling Section from Management - Monthly calling Section from Section - Section Section and consultations with area Rocarg and acrossibility Alandement and constructed Sections - Fiss data is and constructed Sections - Completion completion of Accessibility Alandement appletal Antivocence - Completion appletal Antivocence - Completion Completion of Accessibility Alandement Antipolitic Alandement Alandement Accessibility Alandement Alandement Alandement Accessibility Alandement A
8. Workforce 45		& Vi Hea Iorkforce Inte effic sust	listic Medicine People alue Based Ith & Care rnal ciency, tainability & rdability	Develop education, training and tools to support delivery of realistic medicine and value based health and care Maximise NES's efficiency and demonstrate best valu	improve practice	Value Based Health & Care (VBH&C) through the development and dissemination of education, training and resources.	for development of contents for testing with undergraduate programmes Delivery of all activity aligned to PMO y and continuous improvement, includin management of Bright Ideas. Establish Inaugural Project Management community of practice meeting.	Development of HEI content. Delivery of all activity aligned to PMO and continuous improvement, including management of Bright Idear Year 1 review of Corporate Improvement Business Partner mode & Lessons Learned.	Testing of Undergrad content in early adopter sites. Delivery of all activity aligned to PMO and continuous improvement. Establishment of QI&PM subgroup to develop a plan for ongoing sharing of	and resources for postgraduate and continued testing of Undergrad content Delivery of all activity aligned to PMO and continuous improvement, including management of Bright Ideas. Organisation wide event planned to spotlight improvement and project sussesses and learnings.	2	Using with MHXIA, Learning and Innovation directorate to work within MLX appreciationships and workplan with HRL. Early solution this have been detected and working relationships and workplan discussions are underway. Scoping of existing HEI RM and VBH&C carriculum. Delivery of all activity aligned to PMOI and continuous improvement, both teams working collaboratively to pain value from complementary methodologies. Management of Bright Idea Idean ob y Pilaming to Hield to Italian Statistica Transformation Piperione (CP Terr 1). EcoloDionnet of Proget Management Network (community of practice) discussed at Learning at Work Versions and amended by SG statistica.	Green	Dauferthy report providing measures of orgagement with NSE Basilisok Medicine and Values Basel Health & Carly Rearing recorress provided to commissiones. Excitish Genemment) and guittetly bard specific data being provided to bards farther links with the stabilishek. Hill Constent development for forsting in next academic year. Delivery of all activity aligned to PMOI and continuous improvement, both teams working enableorothey to gain value from complementary methodologies. Management of Bright Ideas which on by NSE Pressing but liked in the bartes Transformation of gamme (DT Fer T). Below of Cop Improvement Busies horizon differing varying results. Capacity to be reviewed and angled against variation provides.	Green Green	Green	aunch of updated Shared Decision development of Managing Risk les Development of VBH& Finance et RM and VBH&C content being emb Delivery of all activity aligned to Pt collaboratively to gain value from o to develop a plan for ongoing shar from successful relaunch of Q1 Wet following positive reception at TG.
8. Workforce 45 8. Workforce 45		orkforce Nati	ional Performance denship and QJ srammes Performance denship and QJ grammes	Deliver national leadership and QJ programmes Deliver national leadership and QJ programmes	SRP11 — %age learners reporting that learning w improve practice SRP111 — %age learners reporting that learning w improve practice	Managing Quality in Complex Systems (MQCS); and delivery of the Scottish Quality & Safety Fellowship. Provide a national programme to develop NHS Board Chairs and Non-executives fulfil the Blueprint for Good	Commerce 1st cohort of SCLIP and 1st cohort of MQCS Launch of Appling Chair programme. Plan for revised Board development approach in place	Commerce 2nd cohort of SCIIP and completion of 2023/24 CJ masterdas series Delivery of board development programmes in brand Development Plan	Comments 3nd caheet of SciUP, 1 c content SciU, 1 cohort of SG2 and 2nd cohort of MCQCS. Delivery of board development programmes in exith Board Development Plan.	completion of 2 further cohorts of MQCS Conclusion of Aspiring Chairs Programme. Delivery of board development programmes in line with Board Development Plan, proposal for next year's Programme.	Green	The Q1 transing pargrammes commerced as schedulet. Beculturent has also commerced for the social hipropresent leader programme (12) to support the planed commercement in Q3. Launch of the second year of the Agoing Chairs hegramme, posible feedback from all involved. Held sections with Minister and several NHS Board Chairs. Launch of Biosprote for Goad Generance Part 2 Minister and several NHS Board Chairs. Launch of Biosprote for Goad Generance Part 2 Minister and several NHS Board Chairs. Launch of Biosprote for Goad Deletionent stammerk Nicholing rounder due Kis with new bade members and support to beforement the Nicholing rounder due Kis with new bade members and support to bad have had written assurances.	Green	Matericlass series for 2021/26 completed in Quarter 2 ang plannedt. Recruitment for Scil. Good at the end of Quarter 2 ang plannedt. Benchmark and plannedt. Benchmark SLI Commende is Quarter 2 ang planned in Quarter 2 ang planned and there supports. A height Quarter 2 and Planne Statistical resolutions and sounds to all Chairs and Noin SectorUser. Facilitated resistem at the NOS Board Obusis wave days. Soging development existions for the Whice Board with WIGS Shard Chairs to planne the Statistica and Round SectorUser. Facilitated resistem at the NOS Board Obusis forth Valley and NOS lightand. Working with Employee Directors and Area Chinal Forum Chairs to tuppert them with sociascies planning. Indications and denging directment in their role. Contravision of mentioning, buddying and Action Learning Set support to Oburn, Non-Sacouters and based Secretaries.	Green	Green	All cohorts of the different training g of SLIP, 1 cohorts of SLS and 2 cohorts and the state of SLS and 2 cohorts and the state of SLS and 2 cohorts and the Blueprint for Good Gevernance members. Deliver all whole Bload active Wilkinson. contribited to the newsitetter for all Bload members of develop and luxon: the next 2025/ Chairs Group.

	Projected Q3 status	Q3 RAG Status	Progress in Q3	Projected Q4 (2024/25 Year- End) status
ation Programme	Amber	Amber	Piloting of Self-service not progressed as focus has been on development of efficient and	Amber
e continues to be			documented business processes. Self-service also carries interdependency with future HR service model which is in development but will not be completed until arrival of new Associate Director for	
ted; an issue has			HR in Late March 2025.	
n between Teams the technical review			Simplicification of programme and messaging underway with focus on moving forward work that	
oved that operates nd Accessing CLO			can be completed without the input of new AD in Q4.	
nd Accessing CLU Team.				
Partnership;				
is being held via				
e way. Two eduled to progress				
eveloped for				
commenced with sadily access				
tment Servicestt				
inue to be				
er 2024 with				
and are focused on id development of				
ulture and				
overnmment and	Amber	Green	Continued discussions with boards and Scottish Government culminating in a meeting to be held in	Amber
egarding Supply (CWS) is			Q4 bringing together boards with a significant interest in medical international recruitment to establish a board led model and articulate CWS' role within this.	
orate exploring				
able has been ork to be			Begun work to draw together all of the activity around marketing and attraction internally within NES, with a view to undertaking a theory of change to ensure all activity is aligning to NES internal	
ork to be			ambitions around marketing.	
Care Partnership			Two new social media channels (youtube and pintrest) where agreed for NHS Scotland and they will	
t of Aberdeenshire,			come online in Q4.	
supply data to work.			NHS Scotland Digital accounts continue to grow:	
			13.5k followers across all platforms +3%	
			LinkedIn continuing strong growth +402 new followers	
ality & Diversity	Green	Green	+28% MoM Draft EDI Strategy has been developed and is with design, pending approval from Board Commitees	Green
ity, Diversity, and	Sheen	Green	and the Board in March. Neurodiversity podcast has been recorded and plans in place to record a	Steel
NES Partnership ing in place for			further podcast in Q4. This will inform a new Turas page on learning resources on neurodiversity. Network faciliated by the team for E&D Trainers has met to share priorities, resources and influence	
nforming learning			resources e.g. SG commissioned anti-racism resources.	
Mid year reports to				
nto soft launch by on for soft launch.	Green	Green	The test site for Phase 2.3 of the Once for Scotland (OFS) policy programme was developed and successfully underwent a soft launch during Q3. Full go-live is planned for Q4. Additionally, planning	Green
on for soit ladiich.			for Phase 3 of the programme has commenced, ensuring continued progress in developing and	
vork launched on	Green	Green	hosting inclusive and impactful policies. Creation of the accompanying Digital and Data Capability framework self-assessment tool	Green
	Green	Green	developed for launch in January. The design and development of the Thriving in a Digital Age	Green
PGDip with 41			Learner Pathways was completed in Turas Learn and launched across the sector on 30 September and monthly refresh of resources completed. The Leading Digital Transformation in Health and Care	
24.			for Scotland MSc as part of the quality assurance process the University of Edinburgh provide an	
oard Members			'end of year annual report.' The first draft was shared with Scottish Government, COSLA for input, feedback, and final amendments. The report was finalised in November. Cohort 1 and 2 of the MSc	
d for Senior thin a day (32			that commenced in September assignment submissions have been completed by both cohorts and will be marked by mid-January. Professional Development Award in Technology Enabled Care	
rship Programme			communications, recruitment and panel selection was completed for a cohort of 50. Digital	
n and Data er 2,800 members			Leadership Programme Cohort 22 all 80 participants completed in October. Cohort 25 starts in January 2025 with 80 participants and 17 places on Cohort 26 (starting May 2025) have been filled.	
nd community			Recruitment for the rest of Cohort 26 will open in January. Iteration of the Digital Mindset executive	
			level content was undertaken to open the sessions to Senior Leaders. With 56 Senior Leaders attending sessions positive feedback received and further sessions planned for QTR 4. 22 Board	
BI, Excel, R, R			Members completed the Executive Level sessions QTR3. The Digital Leaders - Developing skills and	
th the KIND ched in September			confidence with the Digital and Data Capability Framework webinar was held on 20 December and attracted 324 registrations and 169 attendees on the day. Following planning the KIND (Knowledge,	
ent Award in			Information and Data) unconference for the learning network was held on 11 December with 13	
ants complete uccessfully tested			different sessions and 129 attendees. Recruitment to the KIND learning network remains strong, with 3183 members in the Teams channel from over 110 organisations, and 1859 subscribers to the	
024. As of 17			weekly update. Following input from KIND learning network requirements design and delivery of	
h and social care			Logic in Excel, Conditional flows in Power Automate, Storytelling with data, Mermaid.JS flowcharts and process maps sessions. Work continued with working through technical solutions to enable	
			local authorities to access the M365 Skills Hub with the hub now shared with 26 local authorities including Capability Scotland and SCVO. As of December 1, 2024, the M365 Skills Hub had attracted	
			48,311 site visits from users over the last 90 days.	
e,	Green	Green	NES Wellbeing Coaching launched Sept 2025 open to all NES staff. Internal Coaching continues to offer developmental coaching and new shorter interventions e.g. Interview Coaching, 360	Green
ember 2024. The			Facilitation, Careers Conversation Lite.	
ection to the Once			Annual Capabilities Plan: Progress continues with ODLL Business Partners collaborating with NES Directorates to support operational planning around workforce capabilities, this work also informs	
unched and an			the Annual Capabilities Plan. Following operational planning, ODLL business partners will continue	
IES. A recording of			to support directorates in meeting development needs and building capabilities across their respective directorates.	
	Green	Green	Data collection from Boards has taken place for aspiring Board Chief Executives and Directors	Green
ment of a rork for a senior			(Executive Director roles, HRDs and Chief Officers). New nominees have been added to the ACE cohort and status of existing cohort members revised where necessary. A fourth ACE development	
re currently being rs Forum has been			centre with 6 particpants has been scheduled for Q4. Coaching has been offered to all new	
s. The NHS Boards			members of the ACE cohort. Recruitment support for Chief Executive and director level roles has been provided to NHS Greater Glasgow and Clyde, NHS Forth Valley, NHS Lothian. Two cohorts of	
th this group to ly appointed Chief			Adaptive Learning Sets (ALS) are now in progress for 29 aspiring directors. A third ALS cohort with 16 participants will commence in Q4. Cohort 1 participants are being supported by a senior leader	
king with			mentor from alumni community. Senior Leader Mentoring service resources and information have	
at might be			been added to the Senior Leadership Gateway app.	
directors and will				
rded and	Green	Green	Leading to Change: Events and Engagement - Continuing to deliver events and offers with 823 attendees from health,	Green
ned for the year.			social care and social work, across 24 events between April and December 2024. Inquiry exercise	
terials are being			and planning underway for 25/26. DPH - Programme concluded. Evaluation completed with report published in Q1 (June). Supported	
tator induction /			alumni year concludes in Q4 (January). Evaluation of alumni activity scheduled for completion by the end of Q1 2025.	
delivery reviewed			Social Care and Social Work - In Q1-Q3: Collaboration with Scottish Care, design and delivery of	
undate			Leadership Learning Session for Senior Carers in Scotland; provision of facilitated workshops for Care Home Managers. Monthly online Spotlight Sessions sharing good practice and relevant research	
8. Recruitment			with social work and social care community. 136 attendees across 7 events held.	
etrics and			Equalities, Diversity & Inclusion - L2C Allyship Hub is live with ongoing promotion across wider audiences. Developing Diversity in Leadership Programme prioritised which has included	
rtaken. Numbers on en both			partnership Scottish Government and key stakeholders, including Ethnic Minority Forum (EMF).	
en both vith Self-			Delivery plan developed and in progress for Q4. Involved in shaping NES Equality Outcomes and aligning L2C delivery for NES Anti-racism plan.	
			Adaptive Learning Sets (ALS) - Two cohorts in progress for 29 aspiring directors. Cohort 3 with 16 participants will commence in Q4.	
une and 26			Talent Management - First drafts of Operational Leaders LSP digital tools & resources are complete	
e a Difference' with			and consultation with user focus groups and stakeholders commenced in Q3 and continues in Q4. Digital Environment - Completion of Search Engine Optimisation (SEO) and website improvements;	
perspective' with Dr			completion of Accessibility Standards improvements across SLG and L2C apps and website,	
g the echo chamber offer from Leading			continued delivery of social media content; publication of 2 Leadership Stories podcasts. Scoping and design to support LSP SAQ, 360 and required L2C app changes. NES IG required changes and	
ollowed by small			updates. Scoping of the Inclusive Leadership hub. Launch of LinkedIn and Facebook social media	
s, with a further 4 ommunity Event			campaigns in Q3.	
importance of			National Leadership Programmes:	
and Values Based ent) and guartetly	Green	Green	launch of updated Shared Decison Making eLearning module developmnet of Managing Risk learning resource - in progress	Green
			Development of VBH&C Finance toolkit - in progress	
academic year.			RM and VBH&C content being embedded and tested within a number of HEI courses	
	0	0	And the of the off the distribution of the second	0
working of Bright Ideas	Green	Green	Delivery of all activity aligned to PMO and continuous improvement, both teams working collaboratively to gain value from complementary methodologies. Establishment of QI&PM group	Green
CIP Tier 1). Review			to develop a plan for ongoing sharing of infromation and celebration of success completed. Learning	
viewed and			from successful relaunch of QI Network. Session on QI and PM practive planned for early Q4 following positive reception at TG.	
for ScIL closed at	Comme	Com		Course
for ScIL closed at of SCLIP commened	Green	Green	All cohorts of the differnt training programmes commenced as planned (1 cohort of ScIL, 2 cohorts of SCLIP, 1 cohort of SQSF and 2 cohorts of MQCS). In addition a ScIL 10-year event was held in	Green
			November, recognising the impact of ScL over the past 10 years.	
s. Published	Green	Green	Facilitated a whole Board Session at NHS Forth Valley on Active Governance which was very well	Green
NHS Board Chairs and Arran, NHS			recieved. delivered a whole Board session on Governance at NHS Highland as part of implementing the Blueprint for Good Governance which was also very positively recieved and reviewed by Board	
al Forum Chairs to			members. Delivered the 4th in person Aspiring Chairs Programme session, involving John Sturrock	
heir role. Non-Executives and			KC, the Chairs of NHS Highland and PHS, the Ethical Standards Commissioner and David Garbutt and Carole Wilkinson. contribited to the Board Secretary and Vice Chair Networks, published a	
			newsletter for all Board members on governance. We also worked with the NHS board Chairs to	
			develop and launch the next 2025/26 Aspiring Chairs Programme, including presenting to the Board Chairs Group.	
-	-			

SG Recovery Driver	2024/25 ADP Deliverable Number	Directorate	Priority	NES Strategic Theme	NES Strategic Theme Detail	NES KPI Reference	2024/25 Deliverable Summary Brief summary of the deliverable, outlining the intended action and what this will achieve in 2024/25.	Q1	What you intend to have achieved by Q2	Q3 Milestones What you intend to have achieved by Q3	Q4	Q1 RAG Statu	s Progress in Q1	Q2 RAG Status		Projected Q3 status	Q3 RAG Status	Progress in Q3	Projected Q4 (2024/25 Year- End) status
8. Workforce	4596	Workforce	Centre for Workforce Supply Social (CWSS)	People	Workforce development to increase capacity & capability across social care workforce	SKP111—%age learners reporting that learning will improve practice		Q1 of 2024/25 will be delivering the final outputs of the feasibility study and closing the first iteration of the project.	Launch QR Codes for learners Set up Modern Slavery Advisory Group Scope policy and data work	Develop closure strategy. Resource Refresh Open Badge Development Modern Slavery Data work begun Interventions scoped	Policy and data work delivered Interventions designed Open Badge Launched PCQA Launched Suite of attraction tools launched	Red	Satistic Bovernment have not yet confilmed funding or configuration of the Centre for Workford Supply project. The mini deliverable for Januari T were a lenning report an eveltaria toch of which have been delivered but any future work is on hold until an agreement is reached.	Green	Scattah Government have confirmed funding for two posts: a Senior Specialist Lead for International Reventment and a Project Offense. Reventment is now complete and obtain are now in post. The team will deliver a national infrastructure to the adult social care scattor to embed etilated and sustantiable international recutinettes, funding master classes, a mostity community of practice, maintained 'IUBA's ale and direct support / mentoring to providers finding international Recruitment significantly dualifienging.		Green	The team have delivered the agreed 3 x Lunch and Lear Moster Classes and 3 x Communities of Practice with a cumbine attemptier of 46 and 2 x repectively. The team have also continued to grow the Linkedin Network to 344 members (from 209 at the end of August). So Fraquented a minimum of deliverables and a change in scope, which was agreed by the NES Corporate Radar and will be completed in Q4.	
8. Workforce		Workforce	Education, training & workforce development	People	Workforce development to increase capacity & capability across social care workforce	SKP110 – %age of workforce accessing learning products	Define, design and deliver a Once for Scatland approach for recruitment of Armed Forces (AP) service leavers, veterans and the wider military community.	Implement Annual Delivery Plan; deliver educational package to NHSS Boards.	Deliver national NHSS Armed Forces event (conference).		AFTP linked to strategic employment y workstreams with measurable impact.	Green	Continued engagement with NGS bacels, development and launch of a revised size page on the NMSG Cerest whicks: engagement sessions with key MOD groups; development of RCN and NHS parternahip programme.	Amber	White the Armed Forces Taket Programme (ATP) has had consistent presence at our external partner's regional and storal events, the team is yet to host and deliver a hit's Southad ATP in person event. Online sessions continue to be delivered, with data being tracked. The number of normhly sessions his increased, and contern has been adjusted based on participant feedback. The team is still in discussions with boards that are interested in hosting face-to-face events to be run in Quarter 4.		Green	The AFT scoped and implemented career pathways for Armed Forces community in the form of paid intermolips. Six intermolips were created across four bands with 81 individuals registering the intrest. The internalips are to run throughout Q4 which has been a good use of a lare underspend in staff costs that have accuminized throughout the year due to gooped positions.	eir
8. Workforce			National Leadership and QJ programmes		SG delivery partner for leadership, digital and data	workforce accessing learning products	Provide a rational programme of development and peer learning opportunities to support and develop the learning kitsk, lowedge and behaviours needed to create and support a culture of collaborative working across health, social care and social work.	milestones aligned to the commissioned work from the Improving Wellbeing and Workforce Culture Framework and Action Plan	milestones aligned to the commissioned work from the	milestones aligned to the commissioned work from the Improving Wellbeing and Workforce	b Delivery of the workstream actions and milestones aligned to the commissioned work from the Improving Welbeing and Workforce Culture Framework and Action Plan	Green	Discussions under way between NBS and SG on 2024/25 commissioning of national leadership development and succession planning.	Green	Commissioning Document drafted and submitted to Scattain Government for discussion. Discussions to refress operannanc for both Leadenship Development and Succession Planning workstreams are ongoing.	Green	Green	Commissioning Bocument in place and progress is in progress spinst all parts of the commission programme based the on 131/2/25 considered the highlight report, in all and baget update and reported that it was satisfied with the progress being advected. Notable progress has includes tabilishing? a colored of Adaptice Learning test for resirval darks, assels of online webinars and events centred around leadership development, use of Leadership Success Profiles in the roundiment of Badets (College Constantiant) and the subscripting inclusive leadership and solid progress in developing compassionate leadership across social care workfore through a variet of junction and and meeters.	
9. Digital Services Innovation Adoption	Deliverable Closed 4599		Education, training & workforce development	Partnerships		technology data and digital developments which are shaped by	This deliverable was closed during 2024/25 Quarter 1. Please see the Quarter 1 marrative update (column N) for further detail. Digitally Enabled Vorkforce team in NES in collaboration with partner organisations across the Health and Social Care sector will work to successfully deliver a national programme as sponsored by Sociatio Government and in alignment with the comminents within the Digital Health and core Strategy, Data Strategy, Care in the Digital Age Delivery Plan to address key priorities to improve workforce digital capability.	Delivery of the commissioned workstreams	Delivery of the commissioned workstreams	Delivery of the commissioned workstreams	Delivery of the commissioned workstreams	N/A	The NIS Executive Hean agreed that this deliverable (4959) should be closed as it is a deplate of 4418. Quarter (water stelling to the national programm of work was supporting the improvement of digital leadership, digital and data skills of the health and social care workforce in Scotland are provided via deliverable 4418.					-	
8. Workforce		Workforce	Internal efficiency, sustainability & affordability		Maximise NES's efficiency and demonstrate best value	Operational	Delivery of exotoring Project within NES.	Initiation Call- Operational Practice Workshop - Signed PID - Benefits Realisation workshop- Data collection- Impact Assessment. Reduced working week implementation. Hand over to IAR BAU team.	Sickness absence reporting midgration from JIRA to eRostering.	Project Sign Off and Handover To Support & CSA	Benefilts realisation.	Green	Allocate eRozering has use implemented in April 2024, with 100% of the staff now using the system for annual learn. The system requires updates due to the reduced working week, which is taking place in July 2024.	Green	The Quarter 2 millistone achieved as planned.	Green	Green	System If fully operational for annual leave. In Q4 the Adoption workshop will tale place withj the suppliers RL datix after which this project will come to a close.	Blue
8. Workforce	4681	Workforce	National Leadership and Qi programmes	Partnerships			Act as the Socitals Government delivery partner for coaching interventions to support wellbeing through GP Coaching (if commissioned).	Executive Coaching - Opening for professional coaching tender.	GP Coaching - Subject to confirmation of SG funding begin marketing coaching offer	evaluated and awarded. New coaches onboarded to National		Green	Panding - awaking confirmation of Scattalin Government funding for 2024/25. Cocching for emPlaneting - Fical polition tomono, plans par in planets to visind down the service in anticipation. Subsequent confirmation that Cacching for Willibeing awald not be continued receive on 30th March and notice period involved in platform provide.  © Casching delivered as planned and funding bid with Scattalin Government for 2024/25. Evaluation of both services being together on both service.	Green	NCMP Plustenal Casching and Meetinging Platform) "-scitch Government confilmed funding at Vera 1 level of oderginements limited to sustaining current platform work and ploting with Mentor and Casching Matters. GP Casching -Funding now confirmed and offer advertised, places offered and casching being delivered.		Green	NCMP - ordeoxided new projects. National Boards Casching Matters and Management Training Scheme Casching, Franking unterparted on a minimum level contracted on the final year of the 3- year contract (PY 2025/26) enabling the current level of work. GP Casching, DD - watches facilitated through NCMP to manage forecasted budget through to actual spend by end of financial year.	Green
8. Workforce	1682	Workforce	Realistic Medicine & Value Based Health & Care	People	Develop education, training and tools to support delivery of realistic medicine and value based health and care	SKPI11 – %age learners reporting that learning will improve practice	Subject to funding. Development and delivery of person-centred care education and training	To deliver 6th cohort of compassionate communication training and 1 openness and learning webinar.		communication training and refresh existing person-centred care online	trainers compassionate communication	Green	The person-centred care CEIM (Care Experience Improvement Model) leadership training was delivered as scheduled	Green	Two cohorts of Compassionate Communication Skills (CC3) training delivered as scheduled, reflective practice assignments currently being submitted.	Green	Green	Filming Duty of Candour Health and Social Care Scenarios completed as planned. Cahort 4 of CBIM leaders completed as planned, recursionments for cohort Sconmenced. Educational resources for PCA and HIS adverse event framework delivered as planned. Slight delay with train the trainers for CCS training and dates now scheduled for Feb 2025 due to board winter pressures.	c
8. Workforce		Workforce	Education, training & workforce development		human rights education	experience NES as an inclusive organisation	NES will produce an ent-raction action glay by March 2025. This will set out the organisation's vision and mission on anti-raction and the actions that MSW simplement sources and the set of the organisation's by the SG guidance issued to al Boards on developing the plan and will be involve the MSS Under-expresented ethnic microry staff enteroder, sider organisation and working with HSS will engage with service users to inform priorities for national board action plans.		staff network. Awareness sessions across Directorates via team meetings and town halls and with the Equality and Human Rights Steering Group to gain input to the action plan.	the plan.	Plan signed off by NES Board by March 2025 for publication in April 2025.	Green	Deliverable addred at the end of 2024/25 Quarter 2 reporting window - reporting to commence from Quarter 2.	Green	Quarter 2 milestone achieved.	Green	Green	Draft plan has been developed and staff consultation activities have taken place, including two sessions with related doctors. The Plan has been taken to the Executive Team and the Partnership Forum and is scheduled for relevant Committees and the Board for final sign off in March 2025.	Green
8. Workforce	4685	Workforce	Education, training & workforce development	Partnerships	human rights education		NIS will achieve "Developmental funpioer" accreditation as part of the Equally Safe at Work (ESAW) employer accreditation programme by March 2023: This programme is designed to support employers in Sostland prevent violence against women and support gender equality at work.			Public and staff statements issues about ESAW.	Survey sent out to staff. Staff experience panels taken place. Policy development: relationships and sexual micconduct. Working group members have attended the training.	Green	Quarter 1 milestone achieved - Equally Safe at Work accreditation application submitted.	Green	Quarter 2 milestone achieved.	Green	Green	The Equally side at Work Working Group has continued to meet and oversee progress with the actions to meet relevant milestones. This includes participating in the training and developing communication to all staff and on our website. Guidance has been developed and shared with the proup including on Kelationships at Work (FW Staff). This has been approved by the E1 and the Partnership Forum in December 2025. Activities on track for staff survey and focus groups in early 2025.	



NES/25/07

NHS Education for Scotland Agenda Item: 8b Date of meeting: 06 February 2025 Public Board Meeting

### 1. Title of Paper

1.1. Strategic Key Performance Indicators: Board Performance Report 2024-25, Q2

### 2. Author(s) of Paper

2.1. Simon Williams, Principal Educator – Planning & Corporate Governance

### 3. Lead Director(s)

3.1. Christina Bichan, Director of Planning and Performance

### 4. Situation/Purpose of paper

- 4.1. This second quarterly performance report to the Board for 2024-2025 presents the data available in the current phase of implementation of the Board's new balanced scorecard approach.
- 4.2. The Board is asked to review and approve this report.

### 5. Background and Governance Route to Meeting

- 5.1. This paper represents the sixth time the Board has received a report on performance against the strategic KPIs approved alongside the NES Corporate Strategy in May 2023.
- 5.2. The current report has been scrutinised in detail by the appropriate standing Committees of the Board. This is the second time that Committees have had the opportunity to scrutinise the report before it is presented to the Board. Details of comments made by Committees can be found in section 6.1.

### 6. Assessment/Key Issues

6.1. Feedback from Board Committees

#### 6.1.1. Audit and Risk Committee 03 October 2024

(From unapproved minutes): The Committee confirmed the report provides them with adequate assurance.

#### 6.1.2. Staff Governance Committee 07 November 2024

(From unapproved minutes): The Committee noted the performance reported in [...] the Delegated SGC Strategic Key Performance Indicator Report and confirmed it provided assurance.

#### 6.1.3. Technology and Innovation Committee 02 December 2024

(From unapproved minutes): The Committee acknowledged the five SKPIs delegated to it and that they are all rated green. The Committee confirmed the report provided them with satisfactory assurance.

#### 6.1.4. Education and Quality Committee 13 December 2024

(From unapproved minutes): The Committee approved the SKPI report.

The report presented to Committee proposed an additional measure to give a complete understanding of the range of dental trainees. The further measure would be 14d Dental Funded trainee placements – Non-completion rate (Dental Specialty Training). The Committee approved this proposal and agreed that it should go forward to the Board as a recommendation from the Education and Quality Committee.

The Board is therefore asked to consider and approve the addition of a new strategic KPI at 14d covering Dental Funded trainee placements – Non-completion rate (Dental Specialty Training).

### 6.2. **Overall findings**

This 2024-25 Quarter 2 report gives data on 45 strategic KPIs. In summary, RAG status is as follows:

Green	Amber	Red	Blue	Currently no RAG
			(complete)	parameters
24	3	3	1	14

### 6.2.1. Red

SKPI07a	% of disabled staff
SKPI13a	Medical Funded trainee placements - Fill rate
SKPI22	Net Promoter Score

In respect of the red RAG ratings:

- 07a This is an annual measure, with no change to report from previous update.
- 13a This data includes round 1 and round 2 recruitment. This year there were a total of 67 programmes recruited to. 19 of the 67 programmes had

a fill rate of <85% of which 7 of the programmes were very small with only 1 or 2 posts. It is noted that this may skew the data. The areas of recruitment which remain concerning are geriatrics, medical and clinical oncology. Intensive Care Medicine has had a lower recruitment rate than in previous years which we will need to understand. We will continue to monitor.

• 22 – This is a six-monthly measure, with no change from previous update.

### 6.2.2. Amber

SKPI04	Vacancy rate
SKPI33	Benefits realisation/ ROI from corporate change activities
SKPI37	Number of complaints or concerns upheld and partially upheld

In respect of the amber RAG ratings:

- 04 In Q2 2024/25, the number of vacancies advertised increased by 55%, rising from 51 in Q1 to 79. This notable growth indicates a recovery in recruitment activity, potentially reflecting more stable or confirmed funding for 2024/25. However, the number of vacancies remains influenced by financial uncertainties, as seen in the fluctuations over the past quarters.
- 33 Small but recoverable delays in one programme for Schedule Adherence and Benefits management adherence. Another programme is in early scoping which, when complete, will bring KPI related measures back to green.
- 37 Over the last 10 quarters, the number of (partially) upheld Stage 2 complaints has remained stable between 0 and 2. The Complaints Team and the EQC will continue to monitor.

### 6.2.3. Measures not yet reported

A number of strategic KPIs have not yet been reported. The majority of these have been allocated to the Education and Quality Committee and focus on the quality of the education being offered by NES.

- SKPI11 (improvement in practice)
- SKPI12 (learning experience)
- SKPI16 (clinical learning environment)
- SKPI18 (uptake of learning products by sector)
- SKPI19 (SIMD)
- SKPI20 (protected characteristics)
- SKPI21a (% of learning products which include sustainability)
- SKPI27 (lived experience).

- 6.2.4. NES continues to pursue development of SKPI data collection and reporting capabilities in the short-term while simultaneously addressing some of the structural challenges that continue to impact on the scope and consistency of data collection, data quality and comprehensive reporting. This is primarily through the implementation of the NES Learning and Education Strategy, associated Corporate Improvement Programmes and TURAS Refresh, and is therefore a longer-term approach.
- 6.2.5. Work is also ongoing on the data collection and analysis for the remaining three SKPIs.
  - SKPI09 (accesses to learning products)
  - SKPI10 (staff accessing learning products)
  - SKPI26 (learner confidence)

### 7. Changes to Committee responsibilities

- 7.1. Following the last meeting of the Technology and Information Committee on 27 January, the SKPIs which were previously reported to this Committee will need to be scrutinised by an alternative group.
- 7.2. It is proposed that all measures previously reported to TIC should be scrutinised by the new Planning and Performance Committee from May 2025:

SKPI26	% of health and social care workforce who report being confident in using digital ways of working
SKPI28	% of technology, data and digital developments which are shaped by staff, learner and partners feedback
SKPI38	Number of unplanned outages to NES systems (internal and external)
SKPI39	% NIS Audit Compliance Score for Cybersecurity
SKPI41	Adverse events: Number of Category 1 Information Governance events and events requiring reporting under RIDDOR

7.3. In addition, given the Committee's role and remit, it is proposed that the following measures also be scrutinised by the Planning and Performance Committee prior to being reported to the Board (previous reporting group in brackets):

SKPI22	Net Promoter Score for stakeholders who rate themselves likely to recommend NES to colleagues and associates	(Board)
SKPI33	Benefits realisation/ ROI from corporate change activities	(Board)
SKPI37	Number of complaints or concerns upheld and partially upheld	(EQC)
SKPI40	% RAG status for delivery against Annual Delivery Plan	(Board)

### 8. Recommendations

- 8.1. Measures in this report have been scrutinised by the appropriate Committees and the Board is asked to review and approve this report.
- 8.2. The Board is asked to approve the proposed changes to the responsibilities of Committees.

a) Have Educational implications been considered?

⊠Yes ⊡No

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

⊠Yes

□No

- c) Alignment with <u>Our Strategy 2023 26 People, Partnerships and</u> <u>Performance</u>
- 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 <u>Fairer Scotland Duty: Guidance for Public Bodies</u> and Corporate Parenting as per the <u>Children and Young People (Scotland) Act</u> <u>2014</u>?

⊠Yes

□No

- f) Has an Equality Impact Assessment (EQIA) been completed or in progress for this piece of work?
   X
- No
- **g)** Have you considered Emergency Climate Change and Sustainability implications as per <u>DL (2021) 38</u>?

⊠Yes

□No

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

□No

Author name: Simon Williams Date: January 2025 NES

### **PEOPLE - KEY PERFORMANCE INDICATORS**

	Most recent   Previous reported   Most recent   Desired   Desired							Responsible Director/Lead	-					
Measure ID	Measure Name	Most recent performance	•	Most recent reported period	Trend Line	Desired Direction	Frequency	Data Narrative	Insights and Action			F	AG Score	,
SKPI01	Employee Engagement Index	84	85	Qtr 1 - 2024/25		$\leftrightarrow$	Annually		The EEI score has reduced in 2024 by 1 point from 2023. There has been an increase in the number of staff being sent the survey (up by 20) and overall, 4 more surveys were completed in 2024. Considering the fiscal climate this year and decisions that had to be made staff engagement within NES has remained high. National data will be available in November when the national iMatter report is published.	Staff Governance Committee	Karen Reid	<75%	75-81%	82%+
SKPIO2	Proportion of staff who report having the time and resources to support their learning and growth	81	83	Qtr 1 - 2024/25		Ϋ́		learning and growth reduced in the iMatter 2024 survey to 81 (vs 83 in 2023)	This is an annual measure extracted from the iMatter survey. All staff have a personal objective to complete their essential learning and all managers have a personal objective to ensure the essential learning of their staff is complete. In addition, development opportunities for staff are regularly communicated and they can apply for funding from the Capabilities Fund. A Protected Learning Time policy is in development within NES to ensure that staff are given time to undertake learning for their role.	Staff Governance Committee	Karen Reid	<70%	70-79%	80%+
SKPIO3	Staff retention rate (voluntary leavers)	96.4%	94.5%	Qtr 2 - 2024/25		$\leftrightarrow$		The staff retention rate remains similar, with the most recent performance at 96.4% (as of Q2 2024/25) This data excludes Fixed-Term contracts.	Year-to-date voluntary leavers' exit questionnaires cite the main reasons for leaving NES as new employment within NHS, Other and retirement.	Staff Governance Committee	Karen Reid	<80%	80-84%	85%+
SKP104	Vacancy Rate	79	51	Qtr 2 - 2024/25		$\downarrow$	Quarterly		In Q2 2024/25, the number of vacancies advertised increased by 55%, rising from 51 in Q1 to 79. This notable growth indicates a recovery in recruitment activity, potentially reflecting more stable or confirmed funding for 2024/25. However, the number of vacancies remains influenced by financial uncertainties, as seen in the fluctuations over the past quarters.	Staff Governance Committee	Karen Reid	>100	100-30	<30
SKP105	Sickness Absence Rate	2.54%	2.48%	Qtr 2 - 2024/25		$\leftrightarrow$	Quarterly	The sickness absence rate data indicates a slight increase to 2.54% (as at Q2 2024/25) compared to 2.48% (as at Q1 2024/25).	In Q1, the top three reasons for absences were recorded as anxiety/stress/depression, cold/cough/ flu and Other unknown causes . As of July 2024, NHS Scotland comparator boards such as NSS, HIS and PHS have an average sickness absence rate of 4.43%, higher than the NES rate. NES sickness absence will continue to be monitored, with managers encouraged to record absences.	Staff Governance Committee	Karen Reid	>4.0%	3.1-4.0%	<=3%
SKPI06a	Gender pay equality	4.30%	2.70%	Qtr 4 - 2023/24		$\downarrow$	Annually	The updated pay gap calculations include all NES staff, including Core Staff and Doctors and Dentists in training, as of March 2024. - The gender pay gap is 4.30%, an increase from 2.70% in 2023 but lower than in 2022 at 5.4%.	The gender pay gap has increased from 2023 while the disability and ethnicity pay gap has a decreasing trajectory. The data suggests this is due to male appointments into senior roles on AfC pay scales in NTS and Learning and Innovation Directorate. The full employment equality monitoring report was approved for publication by the Staff Governance Committee in August and is published on NES's website.	Staff Governance Committee	Christina Bichan/Karen Wilson	>10%	5-10%	<5%
SKPI06b	Disability pay equality	6.36%	9.19%	Qtr 4 - 2023/24		$\downarrow$	Annually	- The pay gap for disabled staff is 6.36% which is lower than 2023 and 2022.	As above	Staff Governance Committee	Christina Bichan/Karen Wilson	>16%	10-16%	<10%
SKPI06c	Ethnicity pay equality	9.50%	11.11%	Qtr 4 - 2023/24	$\bigwedge$	$\checkmark$	Annually	- The pay gap for minority ethnic staff is 9.50%, lower than in 2023 and similar to the 2022 figure (9.50%)	As above	Staff Governance Committee	Christina Bichan/Karen Wilson	>12%	10-12%	<10%
SKPI07a	% of disabled staff	3.8%	3.7%	Qtr 4 - 2023/24		$\uparrow$	Annually	This data is based on NES Core Staff up to March 2024. The data in relation to disability and staff from a minority ethnic background is relatively stable. There has been an increase in LGB staff.	Staff will be asked to update their equality and diversity information in 2024 but NES (and other Boards) are waiting on the national system being amended to allow individuals to amend their personal details. This will hopefully improve the accuracy of our data, particularly around disability where our disclosure is low compared to national statistics. The ONS estimate of working age disabled population is 24%. It is proposed that the RAG status is changed to reflect that.		Christina Bichan	<5%	5-10%	>10%
SKPI07b	% of Minority Ethnic staff	5.3%	5.4%	Qtr 4 - 2023/24		$\uparrow$	Annually	This data is based on NES Core Staff up to March 2024. The data in relation to disability and staff from a minority ethnic background is relatively stable. There has been an increase in LGB staff.	Staff will be asked to update their equality and diversity information in 2024 but NES (and other Boards) are waiting on the national system being amended to allow individuals to amend their personal details. This will hopefully improve the accuracy of our data, particularly around disability where our disclosure is low compared to national statistics.		Christina Bichan	<2%	2-4%	>4%
SKPI07c	% of LGB staff	5.4%	4.6%	Qtr 4 - 2023/24		<->		,	Staff will be asked to update their equality and diversity information in 2024 but NES (and other Boards) are waiting on the national system being amended to allow individuals to amend their personal details. This will hopefully improve the accuracy of our data, particularly around disability where our disclosure is low compared to national statistics.		Christina Bichan	<2%	2-3%	>3%
	Staff Inclusion Score (WAS: % of staff who experience NES as an inclusive organisation)	3.82	No Data	Qtr 1 - 2024/25		$\uparrow$		in order to identify any differences in responses across characteristics in the workforce.	The average score from the survey is 3.8. The lowest score was on 'I feel welcome to express my true feelings at work (3.67) and the highest was 'I am treated as a valuable member of NES' at 3.94. As well as responding to statements, staff could provide any further comments on inclusion in NES. One of the main themes was the issue of uncertainty over FTC and the impact this has on staff. The findings have been shared with staff networks and the next survey will be issued in November.	Staff Governance Committee	Christina Bichan	<2	2.5-3.5	>3.5

	LEARNERS / TRAINEES - KEY PERFORMANCE INDICATORS													
Measure ID	Measure Name	Most recent performance	Previous reported performance	Most recent reported period	Trend Line	Desired Direction	Frequency	Data Narrative	Insights and Action	Governance Committee	Responsible Director/Lead	F	RAG Score	S
SKP109	Total number of accesses to NES learning products	873202	708022	Qtr 4 - 2023/24		-	Annually	No metric currently available across all NES products. Current reporting is on e-learning products and, given quarterly fluctuation, on an annual basis.	It is proposed that initial data collection focuses only on use and completion of eLearning modules, F2F and hybrid programme registration, professional programme/training registration. Initial data will be reported in Q2 24/25 based on currently available metrics. Insights on accesses to other web resources will be provided in data narrative until data quality is understood/improved.	Education & Quality Kevin Kelman Committee				
SKPI10	Number of health and social care staff accessing NES learning products as a % of the health and social care workforce	40%	31%	Qtr 4 - 2023/24		-	Annually	No metric currently available across all NES products. Current reporting is on e-learning products only.	This metric will require changes to the way we collect data on learners and the development of the technology to do the same in a consistent way across NES. The creation of a centralised learner record as part of Turas Refresh Programme will support reporting.	Education & Quality Committee	Kevin Kelman			
SKPI11	% of learners that tell us their education & training will improve their practice	No Data	No Data			-		No central Once-for-NES repository of evaluation responses is currently available.	A consistent approach to evaluation is being planned and will require supporting systems to be developed. An interim approach will be put in place to collect partial data from exisiting sources. Initial (partial) data will be reported in Q2 24/25.	Education & Quality Committee	Kevin Kelman			
SKPI12	% of learners who score their learning experience as 80% or above	No Data	No Data			-		No central Once-for-NES repository of evaluation responses is currently available.	A consistent approach to evaluation is being planned and will require supporting systems to be developed. An interim approach will be put in place to collect partial data from existing sources. Initial (partial) data will be reported in Q2 24/25.	Education & Quality Committee	Karen Wilson			
SKPI13a	Medical Funded trainee placements - Vacancy Rate (WAS Fill rate)	28%	28%	Qtr 2 - 2024/25		$\checkmark$	Quarterly	This data includes round 1 and round 2 recruitment and is the same as Q1. This year there were a total of 67 programmes recruited to. In Q2 - 19 of the 67 programmes had a fill rate of <85% of which 7 of the programmes are very small with only 1 or 2 posts which may skew the data.	The areas of recruitment which remain concerning are geriatrics, medical and clinical oncology. Intensive Care Medicine has had a lower recruitment rate than in previous years which we will need to understand. We will continue to monitor.	Education & Quality Committee	Emma Watson	>20	10 - 20	< 10
SKPI13b	Dental Funded trainee placements - Vacancy Rate (WAS Fill rate)	2%	26%	Qtr 2 - 2024/25	$\overline{}$	$\leftrightarrow$	Quarterly	Dental Core training is the only programme filled at less than 85%	Continue to monitor	Education & Quality Committee	David Felix	>20	10 - 20	< 10
SKPI14a	Medical Funded trainee placements - Completion rate	0.0%	5%	Qtr 1 - 2024/25		$\checkmark$	Annually	Annual data. First presented Q1 2023-24. Number of developmental outcomes by region and specialty	Continue to monitor	Education & Quality Committee	Emma Watson	>10	5 - 10	< 5
	Dental Funded trainee placements - Completion rate (Vocational Training)	3.7%	No Data	Qtr 1 - 2024/25		$\leftrightarrow$	Annually	Percentage of developmental outcomes or lack of completion.		Education & Quality Committee		>10	5 - 10	< 5
SKPI14c	Completion rate (Core Training)	3.9%	9.0%	Qtr 1 - 2024/25		$\leftrightarrow$	Annually	Percentage of developmental outcomes or lack of completion.		Education & Quality Committee		>10	5 - 10	< 5
SKPI15a	Employee Engagement Index – Doctors in Training	79.3%	78.6%	Qtr 1 - 2024/25		$\uparrow$	Annually	Annual data. First presented Q1 2023-24. Overall satisfaction of Doctors in Training as measured by GMC NTS data	NES Collaboration with Health Boards to improve overall experience of training for trainees. Scottish Training Survey data now available for overall satisfaction by board to aid discussions and action planning.	Education & Quality Committee	Emma Watson	<60	60 - 70	> 70
SKPI15b	Employee Engagement Index - Dentists in Training	84%	90%	Qtr 2 - 2024/25		$\leftrightarrow$	Annually	Reporting on Vocational Training and Core/Speciality Training.	Investigate possibility of reporting other cohorts.	Education & Quality Committee	David Felix	<60	60 - 70	> 70
SKPI16	Clinical Training Environment	No Data	No Data			-		A fuller understanding of current approaches to monitoring and evaluating practice-learning environments is being developed as part of Practice-Learning Environment workstream with LEQS programme.	·	Education & Quality Committee	Karen Wilson			
SKPI17	Total accesses of the NHS Scotland Careers Website	140076	174999	Qtr 2 - 2024/25		ſ	Quarterly		Despite a decrease this quarter, the current figure is 20% higher than the Q2 23/24 figure of 117,158. The top 3 pages visited, excluding the website home page, were the "Explore careers" page, the "International recruitment" landing page, and the application process blog post.	Committee	Karen Reid	<60,000	60-80,000	) >80,000
	Uptake of learning products by sector as % of total reach (10)?	No Data	No Data			-		No metric currently available across all NES products.	This metric will require changes to the way we collect data on learners and the development of the technology to do the same in a consistent way across NES. The creation of a centralised learner record as part of Turas Refresh Programme will support reporting.	Education & Quality Committee	Karen Wilson			
SKPI19	% of learners and trainees from the 20% most deprived data zones in Scotland (SIMD)	No Data	No Data			-		Reliant on learner profiles and registration data.	Current limitations of data collection methods for learners does not allow for reporting of data of this nature. Alternatives such as utilisation of workplace location are feasible but would not fulfil the purpose of this metric in widening access and reducing inequalities. Further consideration will be given to how data collection and reporting can be built into future system developments as part of developing our learning infrastructure.		Karen Wilson			
SKPI20	% of learners and trainees by protected characteristics as compared to population of Scotland	No Data	No Data			-		protected characteristics data at a national (Scotland-wide) level	and the development of the technology to do the same in a consistent	Education & Quality Committee	Karen Wilson			
SKPI21a	% of learning products which include sustainability	No Data	No Data			-		is difficult to access.		Education & Quality Committee	Karen Wilson			
SKPI21b	% of learning products which include value based health and social care	5	5	Qtr 2 - 2024/25		<b>^</b>	Quarterly	Total number of NES learning products dedicated to VBH&C currently available on TURAS.	2024-25 Quarters 1 and 2 - reporting number of learning products dedicated to VBH&C. From 2024-25 Quarter 3, number of NES learning resources which include VBH&C over number of resources in the NES prospectus.	Education & Quality Committee	Karen Wilson			

### PARTNERSHIPS - KEY PERFORMANCE INDICATORS

Measure ID	Measure Name	Most recent performance	Previous reported performance	Most recent reporting period	Trend Line	Desired Direction	Frequency	Data Narrative	Insights and Action	Governance Committee	Responsible Director/Lead	RA	G Score	S
SKPI22	Net Promoter Score for stakeholders who rate themselves likely to recommend NES to colleagues and associates	-15	-10	Qtr 2 - 2024/25		Ŷ		NES between 8 and 10, using a Net Promoter Score rating, where Promoters are scored by those who rated the organisation between 9 or 10 (171) and Detractors between 1 and 6 (344), NES receives an NPS score of -15.	General awareness of NES remains relatively high across all stakeholder groups, though they are mostly unaware of our strategies. The majority of our stakeholders believe NES is either partly or greatly meeting its purpose as a collaborative, innovative and inclusive learning organisation. A refreshed Communications action plan is in development.	Board	Karen Reid	<5	5 - 7	>=8
SKPI23	Number of education, research and strategic collaborations	18	12	Qtr 2 - 2024/25		-	Quarterly		Cumulative, consolidated collaborative activity is informing understanding of enhanced opportunity. National partnerships continue to strengthen.	Education & Quality Committee	Kevin Kelman			
SKPI24	Number of innovation initiatives invested in, including in collaboration with other stakeholder organisations	15	14	Qtr 2 - 2024/25		-		Innovation Reference Group activity, complemented by Learning & Education Reference Group activity is informing the evolution of strategic development clusters, sharing intelligence and anticipating productive networking opportunities across all NES directorates and with stakeholders	Cumulative activity increasing NES influence/potential with key partners, growing collaboration. Progressing activity with Digital Health and Care Innovation Centre focus on Extended Reality and immersive simulation in Mental Health education; continue development of the NES Learning and Education Innovation	Education & Quality Committee	Kevin Kelman			
SKPI25	% of Service Providers who report utilising NES provided workforce data	100%	100%	Qtr 2 - 2024/25		-		<ul> <li>The allocation of PG medical posts between NHS Boards</li> <li>The allocation of AHP placements between</li> </ul>	Continue to develop workforce planning tool, monitor number of international recruits and other statistics to develop evidence base for health and social care workforce planning in Scotland.	Staff Governance Committee	Karen Reid	<=80	81 - 90	>=91
SKPI26	% of health and social care workforce who report being confident in using digital ways of working	No Data	No Data			-		Data available in Q4 2024-25	Phase one initial reporting will focus on NES workforce. This will be included as part of the NES Tier 1 digital capabilities programme. Phase two will focus on H&SC wide reporting and is potentially contingent on a data collection solution via Turas or alternative measures.	Technology and Information Committee	Karen Reid			
SKPI27	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	No Data	No Data			Ŷ		products.	Complete data will require all curricular content to be reviewed and involvement of people and communities to be recorded systematically. This will become information that is recorded as we standardise business processes for new content/product development.	Education & Quality Committee	Gordon Paterson			
SKPI28	% of technology, data and digital developments which are shaped by staff, learner and partners feedback	100%	100%	Qtr 2 - 2024/25		$\leftrightarrow$		aspects of NTS' developments means user and stakeholder co-design is inherent in all	The deployment of Agile methodology in all aspects of NTS' developments means user and stakeholder co-design is inherent in all deliverables.	Information	Christopher Wroath			
SKPI29a	Number of young people participating on a school-based pilot pathway	25	35	Qtr 1 - 2024/25		$\leftrightarrow$		the pilot will confirm the number of learners that	potentially other areas - to deliver the qualification during 2024-25 school year.	Education & Quality Committee	Kevin Kelman	<21	21-40	>=41
SKPI29b	Number of collaborations to support employability and engagement of young people	No Data	No Data			Ţ		numerical measure of collaborations to report against.	Since the last report, new collaborations have been establishedd to support employability and engagement of young people in Midlothian, with university Medical Schools and Medical Schools Council to support recruitment to undergraduate Medicine, and with a eight Primary schools to trial an engagement programme for primary aged children. Data measures will be finalised for the next reporting window.	Education & Quality Committee	Kevin Kelman			
SKPI30	Number of NES programmes of education and training which are SCQF credit rated	40	40	Qtr 2 - 2024/25		Ŷ		Includes 10 programmes 3rd party credit rated and 'owned' by NES; and 30 externally owned and credit rated (by SQA) but delivered by NES.	Will continue to monitor this broader set of measures regarding NES-delivered programmes going forward.	Education & Quality Committee	Kevin Kelman			

### **PERFORMANCE - KEY PERFORMANCE INDICATORS**

Measure ID	Measure Name	Most recent performance	Previous reported performance	Most recent reporting period	Trend Line	Desired Direction	Frequency	Data Narrative	Insights and Action	Governance Committee	Responsible Director/Lead	R	AG Scores	5
SKPI31	Achievement of agreed savings % against annual budget	53%	23%	Qtr 2 - 2024/25		-	Quarterly	On track to meet full savings target set at operational planning. 53% achieved at Q2.	Boards have also now been instructed to stop discretionary spend in final months of financial year to assist with overall NHS Health & Social Care financial position. This may increase savings achieved.	Audit & Risk Committee	Jim Boyle			
SKPI32	% of audit actions which are completed within agreed timescale	78%	n/a	Qtr 2 - 2024/25		-	Quarterly	The two overdue internal audit actions are substantially complete and the timescales have been revised to March 24	Continue to monitor	Audit & Risk Committee	Jim Boyle			
SKPI33	Benefits realisation/ ROI from corporate change activities	65%	75%	Qtr 2 - 2024/25		Ţ	Quarterly	All programmes reporting as Green for Budget adherence, 4 or 5 programmes reporting green for Schedule Adherence and Benefits management adherence. One programme in early scoping which	Small but recoverable delays in one programme for Schedule Adherence and Benefits management adherence. Another programme is in early scoping which when complete will bring KPI related measures back to green.	Board	Karen Reid	<50%	51-74%	>=75%
SKPI34	CO2 emissions (estates)	5.74	No Data	Qtr 2 - 2023/24		-	6-monthly	Q2 data for Westport office only 5.74 tCO2e	Work is ongoing to collect data from other sites.	Audit & Risk Committee	Jim Boyle			
SKPI35	CO2 emissions (staff and business travel)	13.66	23.98	Qtr 2 - 2024/25	$\bigvee$	-	Quarterly	Air 7.64 tCO2e; Rail 1.9 tCO2e; Hotel 4.12 tCO2e	Continue to monitor	Audit & Risk Committee	Jim Boyle			
SKPI36	Projected variance of budgeting within 0.5% at year end	0.16%	0.06%	Qtr 2 - 2024/25	$\bigwedge$	-	Quarterly	Regularly updated in line with SG funding decisions and NES spending commitments	Engagement with SG to agree final allocation draw down that meets NES year end outturn expectations	Board	Jim Boyle	>1.0%	0.6-1.0%	<=0.5%
SKPI37	Number of complaints or concerns upheld and partially upheld	2	0	Qtr 2 - 2024/25		$\leftrightarrow$	Quarterly	Over the last 10 quarters, the number of (partially) upheld Stage 2 complaints has remained stable between 0 and 2	Performance remains in line with previous quarters. Continue to monitor.	Education & Quality Committee	Christina Bichan	3+	2	0 - 1
SKPI38	Number of unplanned outages to NES systems (internal and external)	0	2	Qtr 2 - 2024/25		$\checkmark$	Quarterly	Minimal outage times, no impact on delivery of service	In line with previous reporting to IS governance groups	Technology and Information Committee	Christopher Wroath	3+	2	0 - 1
SKPI39	% NIS Audit Compliance Score for Cybersecurity	92%	92%	Qtr 2 - 2024/25		$\leftrightarrow$	Quarterly	Target of 60% set by Scottish Government	NES is performing well in this area. Continue to monitor.	Technology and Information Committee	Christopher Wroath	<60	60-69	>=70
SKPI40	% RAG status for delivery against Annual Delivery Plan	18%	19%	Qtr 2 - 2024/25		$\leftarrow$	Quarterly	% of deliverables which are delayed at Quarter end (% Red and Amber).	2024/25 delivery is currently at 81% completed / on track. Mitigating actions are in place for Red / Amber deliverables and progress will continue to be monitored. Support will be provided to directorates during the Quarter 3 reporting window as required.		Christina Bichan	31+	21-30	<=20
SKPI41	Adverse events: Number of Category 1 Information Governance events and events requiring reporting under RIDDOR	0	0	Qtr 2 - 2024/25 –		$\checkmark$	Quarterly	As defined by SG InfoSecurity impact level descriptors	As per previous reporting to IS governance groups	Board / Technology and Information Committee	Karen Reid	3+	2	0 - 1



NHS Education for Scotland Agenda Item: 08c

Date of meeting: 6 February 2025

**NES PUBLIC BOARD** 

### 1. Title of Paper

1.1 2024/25 Quarter 3 Finance Report

### 2. Author(s) of Paper

2.1 Jim Boyle, Director of Finance Laura Howard, Deputy Director of Finance Alan Young, Head of Finance Business Partnering

### 3. Lead Director(s)

3.1 Jim Boyle, Director of Finance

### 4. Situation/Purpose of paper

The purpose of this paper is to:

- 4.1 Inform the Board of the financial outturn position at the end of Quarter 3 (Q3) of financial year 2024/25, including the year-end forecast, based on actual performance to the end of Q3 as well as anticipated activity for the remainder of the financial year. The Q3 Year-end Forecast position, as set out in this report is an underspend of £3.8m, however this will go towards reducing the funding gap allocation from SG, which will result in an overall breakeven position. This is dependent on the receipt of all outstanding anticipated funding allocations from Scottish Government.
- 4.2 Report the Scottish Government (SG) in-year funding position and highlight the ongoing work with SG Health Finance and policy teams on outstanding funding.

### 5. Background and Route to Meeting

- 5.1 The Financial Plan which supports the Annual Delivery Plan was approved by the NES Board on 28 March 2024. This consisted of a baseline budget of £569.5m for NES to conduct its core activities with non-recurring funding of around £178m indicated at that time for additional commissioned work by the SG policy teams.
- 5.2 NES opening baseline budget for financial year 24/25 was initially reduced by 3%. This reflected a £15.7m reduction across the full baseline budget, with SG subsequently confirming that the saving should only be applied to the budgets that would not be passed through to other Boards. NES communicated to SG that this would not be possible.
- 5.3 A three-year savings plan was developed following discussions with SG Sponsor and Finance teams. For 24/25 a savings plan of £3.5m, split £1.3m recurrent and £2.2m non-recurrent, was approved as part of the financial plan at the Board meeting in March. This reflects the ask from SG to not impact on any areas of our budget which we provide funding to other NHS Scotland Boards for deliverables such as training grade salaries or undergraduate teaching. Following discussion with Scottish Government, it was agreed that NES should include an anticipated funding allocation of £12.2m to account for the difference in the submitted savings plan of £3.5m and the original 3% efficiency target of £15.7m.
- 5.4 Throughout the year Scottish Government policy teams ask NES to undertake additional commissions that reflect policy and service need, align to the NES strategy, and are supported by further funding. A total of £236m is currently anticipated for financial year 2024/25. This is an increase of £58m from financial plan, of which £57m is for funding of 24/25 pay awards across Agenda for Change (AfC), Medical & Dental Consultants, Executive and Resident Doctors.

### 6. Assessment/Key Issues

- 6.1 At the end of Q3 (December), NES remains on track to meet its financial targets. The year-to-date reported position is an underspend of £4.6m, with a **full year forecast underspend of £3.8m.**
- 6.2 SG has asked NES to work towards reducing the £12.2m funding gap wherever possible across the year. Therefore, we now anticipate requiring an £8.5m allocation as the underspend identified within NES will contribute towards this gap, and reduce the funding required to bring NES to a balanced position.
- 6.3 The majority of the underspends are non-recurrent in nature from lower Dental trainee recruitment, additional vacancy lag savings and higher number of current cohort of trainees in Medical and Pharmacy working less than full time. Only £0.2m is on a recurrent basis from stopping paediatric fellowships one year earlier than originally planned. This means many of the savings are one off

in nature and cannot be built into operational plans for 25/26 to reduce the funding gap

6.4 Work required on how recruitment can be increased and whether for some areas such as medical a move to recruiting on whole time equivalent basis, rather than headcount, could improve trainee numbers and ensure workforce service needs are met both presently and in the future.

Performance Indicator	Forecast Year-End Outturn	Q3 Position (Year to Date)	Q2 Position (Year to Date)	Q1 Position (Year to Date)
Revenue Outturn	£3.8m (underspend)	£4.6m (underspend)	£0.5m (underspend)	£1.7m (underspend)
Funding Gap	£8.5m	£8.5m	£12.1m	£12.1m
Cash Releasing Efficiency Savings	£7.0m	£5.7m	£3.6m	£1.5m

### Table 1 – Summary projections 2024/25

- 6.5 At Q3 NES had received £752m of funding from Scottish Government. This includes 100% of original baseline funding plus those 2023/24 allocations that were due to be baselined in 2024/25, and £195.2m (83%) of additional allocations which includes £125.2m transferred recurringly to the NES baseline. A total of £154.2m was received on the first allocation letter in June which has provided NES with greater clarity and allows teams to plan spending accordingly across the remainder of 2024/25, but also as part of 2025/26 Operational Planning where it has been received recurringly.
- 6.6 We continue to work closely with colleagues in Scottish Government to ensure the remaining 17% of additional allocations are received in a timeframe which enables all agreed deliverables to be achieved. Those outstanding allocations awaiting funding confirmation still represent a financial risk to NES at this stage, although it is expected that this funding will be received. Appendix 2 to the attached detailed financial report provides a risk assessment of the outstanding allocations and indicates that the majority of outstanding funding has been agreed in principle and is rated as **GREEN** or **AMBER**, with no outstanding allocation being graded as **RED** at this stage.
- 6.7 In response to the Cabinet Secretary for Finance's announcement on the continuing financial pressures across 2024/25, NES Executive Team have instructed all budget holders to review all spending plans which are not already legally committed or essential to the achievement of NES' deliverables that have been agreed with SG. Careful consideration will be given to whether spending should be incurred at all, if not committing spending would lead to significant detrimental impact on the delivery of the NES Strategy or key deliverables in our Delivery Plan, and whether goods/services/programmes can be procured in an alternative manner to how they may have been previously.

- 6.8 NES received a letter in November advising that SG Health Workforce Directorate did not have the funding available at this time to support further development of the Turas Refresh programme in this financial year or 2025/26. Discussions have since taken place with SG Finance and NES Sponsor Team about the next steps, and options for securing funding to support investment in this area. For 24/25 we have removed the anticipated allocation of £291k and will instead look to absorb those costs within existing NES budget.
- 6.9 The current forecast position includes NES absorbing £0.1m of pay costs for the impact of delaying the introduction of the Reduced Working Week by one month in NES. We await confirmation from SG on when the next reduction in working week will be implemented. The next reduction is likely to prove more challenging, with either reduced deliverables or increased headcount being looked at as options. Early notification from SG of introduction date will be key to how NES can respond to this challenge.

Risk	Status	Mitigations
Remaining allocations not being confirmed in future allocation letters	GREEN	<ul> <li>We have already received in principle confirmation that almost all allocations will be coming in future letters (see Appendix 2 of detailed finance report).</li> </ul>
Underachievement of savings plan or elements of the plan through implementation issues within NES	GREEN	<ul> <li>Vacancy lag procurement targets have both been fully met at P9.</li> <li>Additional savings of £0.75m on vacancy lag included in year-end forecast.</li> </ul>
Requirement by SG for Boards to further reduce spending in-year (baseline or non-recurrent)	GREEN	<ul> <li>Completion of monthly FPR returns to keep SG Health Finance appraised of outturn projections</li> <li>Utilising flexibility within the overall NES baseline budget to cover shortfalls across NES directorates</li> <li>Cessation or curtailment of discretionary spending plans</li> </ul>
2024/25 pay awards not fully covered by additional funding	GREEN	<ul> <li>Full funding for AfC, Executive and Medical &amp; Dental Consultants pay awards have been received.</li> <li>Cost of resident doctors pay award has been submitted to SG Finance and confirmed for allocation on January 25.</li> </ul>
Medical Training Grades potential funding deficit not underwritten by SG	GREEN	<ul> <li>Expenditure and allocation of trainees is well-controlled within NES</li> <li>Regular engagement with SG Health Finance and Policy Teams to make sure the funding position is well understood</li> <li>SG have previously honoured this underwriting</li> </ul>

### Table 2 - Key Risks to Financial Performance

### 7. Recommendations

7.1 To note and review the financial results set out in this report.

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 <u>Fairer Scotland Duty: Guidance for Public Bodies</u> and Corporate Parenting as per the <u>Children and Young People (Scotland) Act</u> 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 <u>DL (2021) 38</u>?
  - □ Yes
  - ⊠ No
- h) Have you considered a staff and external stakeholder engagement plan?
  - □ Yes
  - ⊠ No

Author name(s):

Alan Young, Head of Finance Business Partnering, Laura Howard, Deputy Director of Finance, Jim Boyle, Director of Finance Date: 21/01/25 NES



# FINANCIAL SUMMARY REPORT AS AT Q3 (January) 2024/25

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### 1. Executive Summary

At the end of 2024/25 financial year, NES is on track to meet all its statutory financial targets, provided that Scottish Government funding is received in line with expectations.

Table 1 – Summary Position	Year-End Outturn	Q3 (YTD)	Q2 (YTD)	Q1 (YTD)
Revenue Budget	£3.8m	£4.6m	£0.5m	£1.7m
Funding Gap Allocation	£8.5m	£8.5m	£12.1m	£12.1m
Cash Releasing Savings	£7.3m	£5.7m	£3.6m	£1.5m

### A. Revenue Budget

- The NES year end position for financial year 2024/25 is an underspend of £3.8m. This will be allocated towards further reducing the opening funding gap of £12.2m, down to an £8.5m anticipation at period 9. We will continue to identify other savings that could further reduce the gap and contribute towards helping the funding deficit on the NHS Scotland Health & Social Care portfolio.
- There are various overspends and underspends reported across directorates, and these are discussed further in the Operational Performance section on Page 4.
- The revenue forecast position is based on all outstanding anticipated funding being received by SG in a timeframe which allows all deliverables to be achieved.

### **B.** Capital

• Each financial year a revenue to capital allocation is agreed with Scottish Government (SG) as part of the financial plan. At Q3 we anticipate requiring £1.3m capital funding, which is mostly in relation to the fit out of the new Bothwell Street property in Glasgow and is subject to final schedule of work valuations being received from new contractors at year end.

### C. Savings

• At the end of Q3 NES has delivered 86% of its Cash-Releasing Efficiency Savings (CRES) savings plans, and the Board is on track to exceed the £6.6m target, by £0.7m by the end of the financial year. Higher number of vacant posts and longer recruitment lead times to fill the vacancies are the main driver behind the forecast increase. These are non-recurrent in year savings so do not reduce the savings targets in later years.

### D. Key Risks and Issues

- Funding at the end of Q3 NES have £41.5m of funding allocations outstanding to enable agreed delivery plans to be met. The largest element is £39.1m for Resident Doctors 24/25 pay award which is expected to be funded in full by SG on January allocation letter. There is also the £8.5m funding gap allocation. This will not be allocated until the year end position is known, with expectation that NES will continue to work towards reducing this where possible. Over the previous allocation letters from SG, we have received £4.8m of funding allocated to NES in error. This has been advised to SG and an anticipated return included for correction on future letters processed by SG. We also anticipate receiving £1m of income from universities for Dental ACT levy on overseas students' which NES then return to SG each year or use to support additional dental training as instructed by Chief Dental Office.
- Pay Awards All pay figures within this report now reflect the 24/25 pay scales following confirmation of awards for each pay category. As at period 9 we have received full funding, totalling £18m, for AfC, Medical & Dental Consultants and Executive pay uplifts, all on a recurrent basis. An allocation for £39.1m is anticipated to be received on January letter for Resident Doctors pay uplift, with a further £8.4m confirmed within NES 25/26 opening baseline position to take account of the two stage pay uplift this year (8.5% April-September and a further 2.3% uplift from October-March).

- **Major Programmes** The Turas refresh business case has been submitted to SG for approval to progress to Phase 2 of the programme. SG have confirmed there is no funding for the programme is available in 2024/25, therefore NES will absorb the costs of £0.3m. Discussions with SG Finance continue on securing funding to progress this work in 25/26.
- Digital Front Door (DFD) and Digital Prescribing and Dispensing Programme (DPDP) Spend plans at period 9 anticipate an underspend of £1m for DFD and £1.9m for DPDP. NES remain in discussions with all stakeholders with a return of funding for both programmes expected in final quarter once final delivery plans are confirmed. The DFD programme is now expected to complete by end of March 2026, with future funding and deliverable timelines to be determined for DPDP.

### 2. Operational Performance

### **Revenue Position**

- Monthly financial monitoring continues to be undertaken with directorates and a summary of the Q3 position is included by Directorate in Table 2 below. A more detailed breakdown by Directorate can be found at Appendix 1.
- The most significant variance is a £1.3m underspend within Dental and Optometry Directorate, which is predominantly driven by lower fill rates in dental training grades on both core and vocational training, and reduced Dental ACT costs as Grampian have not drawn down funding for posts at Aberdeen Dental School. This is partly offset by higher pay costs relating to re-grade of staff, mainly band 5 to band 6 Dental Nurse Tutors.
- The £0.9m underspend within Medical, Pharmacy and Healthcare Science is mainly lower recruitment to fellowships. Stopping recruitment to paediatric fellowships has been brought in a year earlier than originally planned, delivering an additional £0.2m of savings, while two trainees withdrew at late notice from remote & rural fellowship which has left a gap for the year with £0.1m underspend on pay. Lower costs of £0.1m on simulation training are now forecast following review of delivery plans. Within Pharmacy there are lower costs on Foundation Training Year (FTY) programme as more trainees are working less than full time and lower costs on Pharmacy Act are now expected as lower number of students progressed to next year which has reduced the experiential learning placement costs, as students do not repeat these as part of integrated degree.

- £0.3m underspend in NMAHP is due to a number of small underspends against various programmes including Advanced Nurse Practitioners where all students have received funding required, moving Spiritual Care events and workshops online, withdrawal of one AHP fellow, Integrated Community Nurse course scheduled to deliver over two financial years, only one intake to Return to Practice and higher income generated from more participants on Scottish Multiprofessional Maternity Development Programme.
- Medical Training Grades (MTG) are anticipating a £237k underspend for full year at period 9. Once February recruitment and
  rotation information is finalised, we will have a clearer picture on full funding requirement for the year. The commitment from SG
  remains to fund any material overspend at year end and bring this budget to a balanced position, however we do not anticipate
  this being required for 24/25.
- NHS Scotland Academy show a breakeven position until otherwise directed by Executive Programme Group (EPG). Any
  underspends in NES, or Golden Jubilee, will first be discussed at an EPG meeting, and only if no further plans are identified will
  any variance from budget be shown against individual Board financial positions. The P9 position is an anticipated underspend of
  £75k against current planned work, with business cases for utilising, including capital spend, being taken to next EPG. The
  Learning & Innovation part of the directorate are showing an overspend of £184k, which is due to no funding for Turas being
  received in 24/25, partly offset by lower Knowledge & Management Service license costs.
- The vacancy lag target of £2.75m has been achieved at end of period 9. We now anticipate a further £0.75m in the final quarter as a result of higher vacancies and longer recruitment lead times.
- As part of the move to a Reduced Working Week (RWW) of 37 hours for all AfC staff, we have incurred costs of £96k, which are shown as a pressure against directorate budgets. No further costs are anticipated in relation to RWW in 2024/25. There will however be further reductions in future years to final position of 36 hours which will need to be planned, and we await clarification from SG on whether any reduction from April 2025 will be implemented or next reduction will be April 2026.
- New contractors have been appointed to conduct the fit-out work at new Bothwell Street property. Once the new schedule of work is received, we will be able to assess the impact on projected spend plan in 2024/25, and the start of 2025/26. Dilapidation costs

of £0.7m have bene included in this year to cover the end of the lease agreement at 2CQ. A short-term lease has been agreed until end of June 2025 to allow extra time for fit out work to be completed and then allow staff to transition.

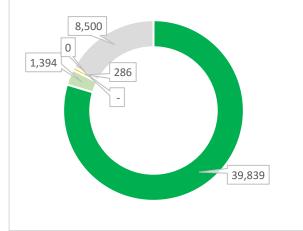
Table 2 - Year End Outturn by Directorate	Full Year Budget £'000	Full Year Forecast £'000	Under/(over) Spend £'000
Medical, Pharmacy, Healthcare Science	205,970	205,076	894
Dental, Optometry	60,648	59,330	1,318
NMAHP	15,932	15,609	323
Psychology	46,797	46,773	24
NHS Scotland Academy, Learning & Innovation	8,822	9,006	(184)
Social Care	1,071	1,051	20
NES Technology	21,231	21,189	42
Workforce, Planning	14,328	13,951	377
Finance, Properties	9,537	9,545	(8)
Provisions	2,298	1,582	716
Total Exc MTG	386,634	383,112	3,522
Medical Training Grades (MTG)	412,782	412,545	237
Total NES	799,416	795,657	3,759

## **3. Scottish Government Additional In-Year Allocations**

- At the end of Q3 (December) NES anticipate receiving a total of £235.8m in additional in-year allocations. This equates to 31% of the total NES revenue budget.
- At the end of Q3 we have received £195.1m, which is 83% of the total anticipated additional allocations.
- £125.2m has been received recurrently which will be transferred to the NES baseline from 2025/26. This provides NES with
  greater clarity and increased flexibility as it sets its operational planning deliverables for future financial years, although c£94m of
  the recurring funding relates to pass-through funding to NHS Territorial Boards.
- Directorates and Finance have worked closely with Scottish Government Sponsorship team, Finance and policy leads to ensure the prompt receipt of allocations and will continue to do so for all outstanding anticipated allocations.
- Some allocations are still outstanding due to information requirements not being known until later in year, therefore they are not anticipated until later in year and have a reduced risk as high-level values are agreed in principle awaiting final confirmation. At period 9 no outstanding allocations are marked as a red risk.
- Excluding the resident doctor pay award of £39.1m, which has been confirmed for January allocation letter, and the £8.5m funding gap, we are awaiting on £2.4m across 11 allocations. This is a considerable improvement from 23/24 Q3 when we were still awaiting £46.3m of funding.
- Table 3 below shows allocations received in 2024/25 and the value and % of the outstanding allocations by Directorate. A more detailed breakdown of outstanding allocations appears in Appendix 2.

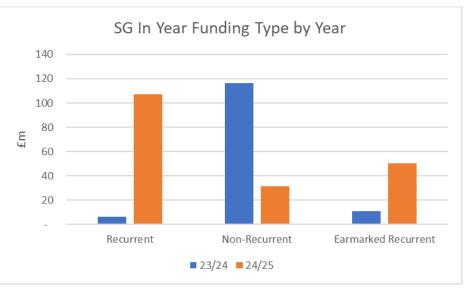
Table 3 - Allocation Status by Directorate	Anticipated £'000	Received £'000	Outstanding £'000	Outstanding %
Medical, Pharmacy, Healthcare Sciences	68,781	67,569	1,212	2%
Dental, Optometry	4,639	6,014	(1,374)	-30%
NMAHP	2,898	2,711	187	6%
Psychology	30,780	30,780	-	0%
NHS Scotland Academy, Learning & Innovation	2,929	2,844	85	3%
Social Care	877	429	448	51%
NES Technology	9,999	12,899	(2,900)	-29%
Workforce, Planning	3,144	2,928	216	7%
Finance, Properties	76	76	-	0%
Provisions	73,244	30,465	42,779	58%
Total Exc MTG	197,366	156,713	40,654	21%
Medical Training Grades (MTG)	38,450	38,450	-	0%
Total NES	235,816	195,163	40,654	17%





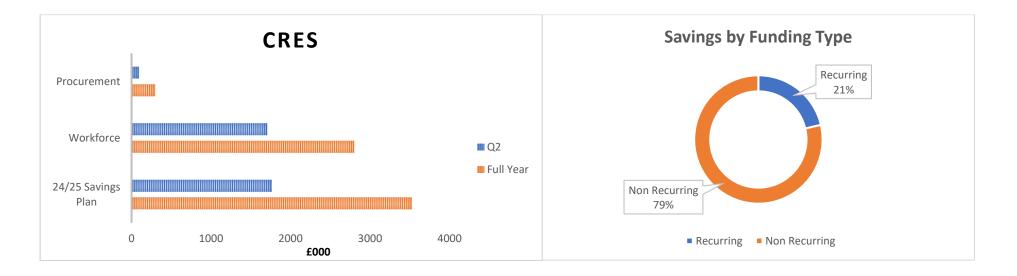
#### 1 - Allocation date confirmed

- 2 Formal confirmation in writing received
- 3 Funding approved in principle
- 4 Funding under discussion with SG
- 5 No communication with SG

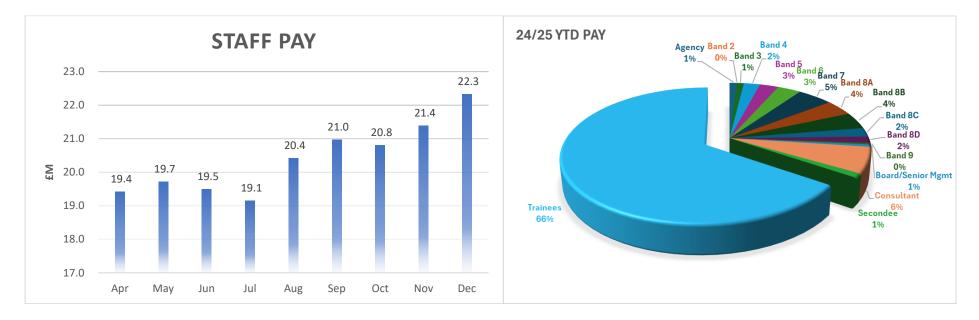


## 4. Cash Releasing Efficiency Savings (CRES)

- The 2024/25 approved Financial Plan identified a savings plan of £6.6m, 1.2% of the total NES baseline.
- We have achieved 86% of the CRES savings target at the end of Q3 and are on track to achieve £0.7m above the full year target by March 2025. This is driven by higher anticipated workforce savings from longer recruitment lead times and additional vacant posts.
- The Procurement and Workforce savings are fully non-recurrent in nature, with the workforce savings being a result of the time required to recruit to vacant posts.
- The 24/25 Savings Plan consists of £1.4m on a recurrent basis and £2.1m on a non-recurrent basis.



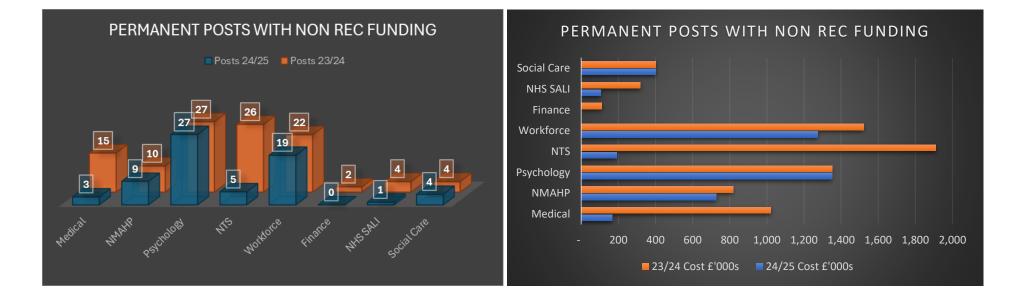
# 5. Staff Costs 2024/25



- The data on above graph includes all NES staff, agency staff, secondees and lead employer staff.
- The rise in August and again in September is in line with NES major recruitment of trainees, including new expansions funded by SG. The rise in November is for AfC pay award backpay and then in December the pay uplifts were processed through payroll for Resident Doctors and Medical & Dental Consultants.
- Costs are expected to rise in January as the backpay for both Resident Doctors and Medical & Dental Consultants are processed. At this stage we do not expect costs to exceed forecast, with SG confirming the final outstanding pay award allocation will be fully funded in January letter.
- A large part of NES payroll is trainee salaries (66%) which makes it key we receive timely and accurate information from other employing and placement boards to ensure correct payments are processed on a monthly basis. AfC costs account for 26% of payroll costs. Agency costs averaged £152k per month in Q3 compared to £198k in Q2 and £234k in Q1.

#### Permanent Posts Funded by Non-Recurrent Funding

- There are several posts within NES which have been recruited permanently but are funded via non recurrent in year funding from SG.
- At Q3 in 23/24 there were 110 posts in this category of funding which provided NES with a financial risk of £7.5m.
- Following the increased baselining of funding during the first half of 24/25 there are now only 68 posts with a reduced financial risk of £4.2m.
- The main areas to have received recurrent funding in 24/25 are in NTS via National Digital Platforms funding and in Medical where Pharmacy ACT funding was provided on recurrent basis.
- The remaining high-risk areas are in Psychology & NMHAP for Mental Health posts and in Workforce for Digitally Enabled Workforce (DEW) and Leading to Change posts. Although discussions with sponsor and policy teams are continuing with the expectation some of these posts will receive recurrent funding during 25/26.



# Appendix 1 – Year End Position by Directorate

	Full Year Forecast							
Directorate	Budget	Outturn	Variance Under/ <mark>(Over)</mark>	Q2 Variance	Movement Q3 v Q2			
	£000s	£000s	£000s	£000s	£000s			
Quality Management	1,975	1,969	6	3	3			
Medical ACT and Academic	139,814	139,800	14	(3)	17			
Medical Directorate Support	9,464	9,438	26	43	(17)			
Training Programme Management excl. MTG	26,503	26,485	18	(61)	79			
Professional Development	9,482	8,963	519	355	164			
Pharmacy	16,945	16,608	337	(5)	342			
Medical Total	204,183	203,263	920	332	588			
Dental	56,104	54,770	1,334	697	637			
NMAHP	15,932	15,609	323	206	117			
Psychology	46,797	46,773	24	0	24			
Healthcare Sciences	4,544	4,560	(16)	(8)	(8)			
Optometry	1,787	1,813	(26)	21	(47)			
NHS Scotland Academy, Learning & Innovation	8,822	9,006	(184)	42	(226)			
Social Care	1,071	1,051	20	(2)	22			
NTS	21,231	21,189	42	(22)	64			
Workforce	11,451	11,100	351	28	323			
Finance	3,628	3,662	(34)	(29)	(5)			
Properties & Facilities Management	5,909	5,883	26	18	8			
Planning	2,877	2,851	26	(86)	112			
Net Provisions	2,298	1,582	716	0	716			
NES Total (excl. MTG)	386,634	383,112	3,522	1,197	2,325			
MTG Salaries	412,782	412,545	237	0	237			
NES Total	799,416	795,657	3,759	1,197	2,562			

Provision     Health Finance     Resident Doctos Pay Award     Recurrent     1     39,100,000       Social Care     Social Care     Turas Repurpose and SSC joint working     Non-Recurrent     1     101,91       NMAHP     Social Care & NCS Development     Dementia Posts Kon op ay     Earmarked Recurrent     1     85,318       Medical Pharmacy     Chief Medical Officer     Non Global sum IP/CS places and Posts     Non-Recurrent     2     448,206       Social Care     Social Care     Turas Repurpose and SSSC joint working     Non-Recurrent     2     448,206       Medical Pharmacy     Chief Medical Officer     Clinical supervision and IP/CS places     Non-Recurrent     2     28,520       NMAHP     Chief Medical Officer     Pharmacy SCLF     Non-Recurrent     2     28,349       Workforce     Health Workforce     Centre for Workforce Supply Social Care     Non-Recurrent     3     156,029       Dental     Health Workforce     Digital Health A care     Digital Health A care     Digital Health Workforce     Non-Recurrent     3     41,518,905       Provision     Health Finance     SG Funding Gap     Non-Recurrent     3     60,000       Anticipated Allocations - Outstanding at P9     Vortsforce and Rural     Non-Recurrent     3     41,518,905       Provision     He	NES Directorate	SG Directorate	Allocation Title	Funding Type	Risk	Outstanding £
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	NTS	Digital Health & Care	Digital Front Door	Non-Recurrent	3	(1,000,000)
Return of Funding - Outstanding at P9 (9,365,374)	Medical Professional Dev	Primary Care Directorate	National Centre for Remote & Rural HSC	Non-Recurrent	3	(200,000)
	<b>Return of Funding - Outstan</b>	nding at P9				(9,365,374)

### Appendix 2 – Outstanding In Year SG Allocations P9

Net Outstanding Funding position at P9

40,653,531



NES/25/09

NHS Education for Scotland Agenda Item: 8d Meeting Date: 6 February 2025 NES Public Board

- 1. Title of Paper
- 1.1 Q3 Strategic Risk Update

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

2.1 Rob Coward, Principal Educator, Planning & Corporate Resources Debbie Lewsley, Risk Manager, Planning & Corporate Resources

#### 3. Lead Director(s)

3.1 Jim Boyle, Director of Finance

#### 4. Situation/Purpose of paper

- 4.1 The purpose of this report is to present to the Board the quarter three strategic risk update for 24/25 for review and approval.
- 4.2 At the recommendation of the Chair of the Audit and Risk Committee, an approach to providing assurance on risk controls was developed to strengthen assurance to the NES Board and Governance Committees that all risks are being managed appropriately. Following the implementation of the approach the Audit and Risk Committee asked that the overall control ratings for Strategic Risks be reviewed to ensure that a consistent approach is being applied. The Board is asked to consider and approve the overall control ratings for each of the Strategic Risks as assessed by their owner.

### 5. Background and Governance Route to Meeting

5.1 NES has well established risk management processes which are subject to frequent review by the Executive Team, the Audit and Risk Committee, NES Board and the Risk Management Group. Our risk management infrastructure is predominantly in place, with established directorate risk leads, risk log format and Risk Management Strategy.

- 5.2 Strategic Risks that relate to individual Board Governance Committees' remitted responsibilities are presented quarterly. This allows for consideration of the degree of assurance that the individual risks are being effectively managed by the mitigating controls and planned actions identified.
- 5.3 In October 2024 the Audit and Risk Committee approved the NES Risk Control Assurance proposal. The proposal was designed to provide enhanced guidance to risk owners on assessing how well individual and collective risk controls are mitigating individual risks. It was also intended to strengthen the NES Board and Governance Committees' assurance that all risks are being managed appropriately. Following the implementation of the proposal, the Audit and Risk Committee asked that the Strategic Risks overall control ratings were reviewed to ensure that a consistent approach was being applied. At their January 2025 meeting the Audit & Risk Committee discussed, reviewed and approved the overall control ratings for each of the Strategic Risks as assessed by their owner.

#### 6. Assessment/Key Issues

#### 6.1 NES Strategic Risk Register

- 6.1.1 The Strategic Risk Register (summary Appendix 1, detail Appendix 2) has been subject to a recent review by the Executive Team and individual risk owners. The new reporting template presents the control assurance assessment for individual controls and highlights actions in green if on schedule and red if overdue. Within the last reporting period there has been movement to the scoring of several risks and a new risk has been escalated to the Strategic Risk Log.
- 6.1.2 Strategic Risk 2 (relating to the disproportionate amount of non-recurrent funding, without conversion to recurrent funding). The net likelihood rating has been decreased due a reduction in the proportion of NES's budget funded on a non-recurrent basis. Currently only ten percent of the budget has not been converted to baseline funding. This has resulted in a decrease of the net risk rating from 12 to 8. The risk still sits outwith the Boards appetite for risks in the "Finance" category but has resulted in a reduction in the gap from 7 to 3.
- 6.1.3 Strategic Risk 9 (relating to NES not putting sufficient measures in place to address ongoing cost and funding pressures). The net likelihood rating has been decreased due to the coherent management of the budget that has resulted in NES being consistency close to balance. This has resulted in a decrease of the net risk rating from 16 to 8. The risk continues to sit outwith the Board's appetite for risks in the "Finance" category but has resulted in a reduction in the gap from 11 to 3.

- 6.1.4 Strategic Risk 12 (relating to insufficient investment in TURAS learn and other NES learning platforms). Following concerns raised by the Executive Team a further review of this risk has been undertaken. This assessment has resulted in the gross and net impact risk score being increased due to the Scottish Government Health Workforce Directorate confirming that they have no money for the TURAS refreshment and the impact this could have on the ability to deliver on NES's strategic objectives. This has resulted in the overall net risk rating being increased from 16 to 20. The risk now sits out with the agreed Board appetite, to support the mitigation of the risk discussions are ongoing with regards to investment with NES's Director of Finance and Scottish Government Health Finance's Director of Finance, who is supportive of the programme.
- 6.1.5 Strategic Risk 13 (relating to the failure to recruit sufficient number of appropriately skilled and experienced staff). The net likelihood rating has been decreased due to the high numbers of applications that NES have recently received for a large proportion of vacancies advertised. This assessment has resulted in the overall net risk rating being decreased from 12 to 8. The risk continues to sit within the agreed Board appetite. Actions have been identified that will help to further mitigate the risk.
- 6.1.6 Escalated Risk Strategic Risk 16 (relating to the inability to meet core responsibilities and objectives due to HR Performance). This risk was approved by the Executive Team for escalation from the Workforce Directorate to the Strategic Risk Log due to it being no longer manageable at a directorate level. The risk is currently scored at a high rating of 15, with additional controls and actions identified to support further mitigation of the risk.
- 6.1.7 Within the next reporting period consideration will be given to the risk ratings of Strategic Risk 3 and 10 following a review of the Scottish Government Budget and any consequences identified that may impact on NES's funding.
- 6.1.8 All other Strategic Risks have been reviewed, and additional controls and actions have been strengthened where appropriate to support with the mitigation of individual risks, with updates on actions recorded.
- 6.1.9 Table 1 in Appendix 3 provides a summary of the current Net risk exposure across each of the categories within the Strategic Risk Register, with Table 2 providing the last reported position for reference. As can be seen there has been an increase to the Net exposure of Strategic Risks sitting with the Very high rating due to the increase of the net risk rating of Strategic Risk 12. In addition, there has been a decrease to the Net risk exposure of Strategic Risks sitting within the High rating and an increase within the Medium rating during this reporting period. This reflects the decrease of the net risk ratings to Strategic Risks 2, 9 and 13. The NES risk profile's highest percentage of risk continues to sit within the Governance and People/Workforce categories.

### 6.2 NES Board Risk Appetite

6.2.1 Presently 37.5% of Strategic Risks are sitting outwith the Board's risk appetite. This is mainly attributed to the risks within the Financial and Governance categories and reflects the Board's highly risk averse appetite in these areas. Further actions are being taken forward to control these risks and within this reporting period there has been a reduction in the gap above appetite to Strategic Risks 2 and 9. Risks sitting outwith the Board's agreed appetite will continue to be the focus of the Executive Team 'Deep Dive' discussions.

#### 6.3 Strategic Risks Overall Control Rating

- 6.3.1 As part of the recent Strategic Risks reviews, individual risk owners have applied the new control assurance guidance to assess the effectiveness of the individual controls and the overall control ratings for each Strategic Risk.
- 6.3.2 The new control assurance guidance provides four options for assessing the overall risk control rating
  - Effective
  - Acceptable
  - Ineffective
  - Not controlled
- 6.3.3 The current overall risk control ratings for each Strategic Risk is shown in Appendix 4. The risks now scored as 'Effective' are all within Board Appetite and are scored at a medium or low risk rating. The risks scored as 'Acceptable' are either outwith the Board Appetite or scored at a high-risk rating. In these cases, actions to improve the control environment are either underway or planned.
- 6.3.4 Following the recent assessment of Strategic Risk 12 the overall risk control rating has been re-scored as 'Ineffective' due to it now being scored as a very high risk with the potential of the risk materialising and sitting outwith Board Appetite. The newly escalated Strategic Risk (SR16) has also been scored as 'Ineffective', due to the key mitigation actions to improve the control environment still requiring regular monitoring and significant improvement in some areas required. Following a recommendation at the January 2025 Audit and Risk Committee the overall control rating of SR16 will be considered in line with the scoring of the risk when next reviewed.
- 6.3.5 The Board are asked to consider if they are content a consistent approach has now been taken on the overall control rating assessments for the Strategic Risks.

### 6.4 Directorate Risk Reporting

- 6.4.1 The Audit & Risk Committee approved a proposal for reporting directorate risks to Board Governance Committees at its January 2025 meeting. The report will align risks with strategic themes and individual measures and will enable reporting of individual directorates' risks allocated to standing committees.
- 6.4.2 With a view to sharing risk information more effectively with directorates and Board Governance Committees, a quarterly directorate risk report will be incorporated into all Governance Committees Risk Reports and will be applied in the Quarter 4 reporting. It is anticipated that the reports will provide a higher level of transparency, analysis and assurance that NES are managing risks at all levels of the organisation.

#### 7. Recommendations

The NES Board is invited to:

- 7.1 To review and approve NES Strategic Risk Q3 update and provide any feedback as appropriate.
- 7.2 To consider and approve the current assessed overall control ratings for each of the Strategic Risks.

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 <u>Our Strategy 2023 26 People, Partnerships and</u> <u>Performance</u>
  - □ 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 <u>Fairer Scotland Duty: Guidance for Public</u> <u>Bodies</u> and Corporate Parenting as per the <u>Children and Young People</u> (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 <u>DL (2021) 38</u>?

  - ⊠ No
- h) Have you considered a staff and external stakeholder engagement plan?
  - ⊠ Yes
  - □ No

Author name: Rob Coward, Debbie Lewsley, Jim Boyle Date: January 2025 NES

#### Summary of Risk Log

Risk No.	Risk Title	Risk Date	Date due for next review	Gross Total	Net Total	Risk Category	Risk Appetite	Risk appetite vs net score
SR1	NES Strategic Plan does not align with the evolving needs and expectations of stakeholders	19/04/2023	03/03/2025	15	9	Strategic	12-16	
SR2	Disproportionate amount of non-recurrent funding, without conversion to recurrent funding	19/04/2023	10/03/2025	20	8	Finance	1-5	Gap 3
SR3	Failure to recruit and retain sufficiently experienced and knowledgeable people to the Board, Executive Team and senior management establishment	19/04/2023	03/03/2025	16	12	People/Workforce	12-16	
SR4	NES staff become disengaged	19/04/2023	03/03/2025	16	9	People/Workforce	12-16	
SR5	NES does not put in place an adequate corporate infrastructure to support the Transformation Route Map.	19/04/2023	03/03/2025	16	9	People/Workforce	12-16	
SR6	Failure to develop and maintain adequate Business Continuity arrangements to deal with the risk of adverse events and threats	19/04/2023	04/03/2025	16	9	Governance	1-5	Gap 4
SR7	Failure to put in place measures to adequately protect against breaches of cyber security	19/04/2023	04/03/2025	20	15	Governance	1-5	Gap 10
SR8	Failure to put sufficient employee training and other operational controls in place to minimise the risk of breaches of Information Governance	19/04/2023	04/03/2025	20	8	Operational	12-16	
SR9	NES does not put sufficient measures in place to address ongoing cost and funding pressures leading to misalignment with Scottish Government priorities and expectations.	19/04/2023	10/03/2025	25	8	Finance	1-5	Gap 3
SR10	Failure to adequately anticipate and mitigate the impacts of policy, legislative, economic, technological and societal change	19/04/2023	03/03/2025	12	12	Strategic	12-16	
SR11	Poor learning outcomes and learning experience for our stakeholders	19/04/2023	25/02/2025	16	9	Operational	12-16	
SR12	Insufficient investment in TURAS Learn and other NES learning platforms.	19/04/2023	28/04/2025	20	20	Operational	12-16	Gap 4
SR13	Failure to recruit sufficient number of appropriately skilled and experienced staff within NES.	19/04/2023	03/03/2025	12	8	People/Workforce	12-16	
SR14	Inadequate Board governance, systems, processes and scrutiny of them.	19/04/2023	03/03/2025	25	4	Governance	1-5	
SR15	NES is not an evidence based data driven organisation, lacking intelligence and insights from its Information Assets.	14/12/2023	04/03/2025	12	6	Governance	1-5	Gap 1
SR16	Inability to meet core responsibilities and objectives due to HR Performance.	03/12/2024	03/03/2025	20	15	People/Workforce	12-16	



Risk short Title:       Aris Stratege Plan does not align with the wolving words and expectations of talkeholders         Risk Owner:       Karen Heid         Risk Owner:       Karen Heid         Risk Category(1)       Strategic         Risk Category(2)       Strategic         Risk Category(2)       Strategic         Risk Inspace       Peptational         Risk I	Risk ı	no:	SR1									
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Existing control rating:         Effective           Cause:         NE5 Strategic Plan does not align with the needs and expectations of stakeholders         This could lead to a failure of the NHS and accil care workforce's ability to respectanging health and social care needs of Scotland's population           Result:         This could read to a failure of the NHS and accil care workforce's ability to respectanging health and social care in Scotland's population           Result:         This could read to a failure of the NHS and accil care workforce's ability to respectanging health and social care in Scotland's population.           Control:         Effectiveness:           I evoide NES Strategic Plan cleryly articulates the more of education and training to a sustainable workforce and has been widely consulted upon         Effectiveness:           I evoide NES Strategic Plan, incorporating desired outcomes, forms the baseline for organisational activities         Effective - Approval recorded in minutes. Respective of the Scotland and training.           3. Development of focused communications to support management of stakeholder expectation in relation to NES for social care workforce equations and training.         Actions:           4. Work has been undertaken with NHS Boards, statutory education hold in the NES and and shared hold expectation in relation to NES for social care workforce equations and training.         Action Plans.           5. Work has been undertaken with NHS Boards, statutory education hold is in the GUC mations, and professional regulators, to mitigate disruption and allow trainees/learenes/learenes/learenes/learenes/learenes/learenes/lea	ľ		5	3			3		3	O	pen	12-16
	Ī	Gross	Total:	15			Net Total:		9	Me	dium	9
Control:         Effective ess:         Actions:           1. Revised NES Strategic Plan clearly articulates the importance of education and training to a sustainable workforce and has been widely consulted upon         Effective - Consultation report and approval recorded in minutes. Assocaited Strategic KPIs         1. Executive engagement sessions with Territorial Health Boards, Health & Socia Care Partnerships, Scottish Government, Social Care Sector and Academia to develop relationships and understanding of needs.           2. Annual Operating Plan, incorporating desired outcomes, forms the baseline for organisational activities         Effective - Approved by Exec Team and shared with NES Board and recorded in minutes. KPIs         2. ADP 2023/204 submitted to SG - Completed ADP 2024/2025 submitted to SG           3. Development of focused communications to support capacity to deliver and support new systems development.         Effective - Communication Strategies and associated Action Plans.         3. Ongoing SG engagement and commissions to NES for social care workforce education and training           4. Work has been undertaken with NHS Boards, statutory regulators, to mitigate disruption and allow trainees/learners to progress where possible.         Effective - Communication Strategies and associated Action Plans.         4. Stakeholder Survey - stakeholders needs and expectations will be considered analysed and will be reported to the November Board and will be considered analysed and will be reported to the November Board and will be considered analysed and will be reported to the November NES Board which highlighted the analysis and consequent action plan, including the need volving needs and expectations of stakeholders. NESE Board which highlighted the analysis and consequent act							Result: This could result in high le statutory education, traini social care in Scotland. It	vels of d ing, worl	issatisfaction with the force development, o io mean that the heal	role of NES and data and techno th and social ca	logy provide	r in health and
1. Revised NES Strategic Plan clearly articulates the importance of education and training to a sustainable workforce and has been widely consulted upon       Effective - Consultation report and approval correction inmitutes. Associated Strategic KPIs         2. Annual Operating Plan, incorporating desired outcomes, forms the baseline for organisational activities       Effective - Approved by Exec Team and shared with NES Board and recorded in minutes. Response of the stakeholder expectation in relation to NES capacity to deliver and support new systems development of focused communications to support education bodies in the four nations, and professional regulators, to mitigate disruption and allow trainees/learners       Effective - Actively monitor trainees progression through their ARCP process.         4. Work has been undertaken with NHS Boards, statutory to progress where possible.       Effective - Actively monitor trainees progression through their ARCP process.       3. Other Stakeholder Survey - stakeholders Survey - stakeholder Survey 2024 has identified a num of areas for NES to focus on in order to align with the evolving needs and expectations of stakeholder Survey 2024 has identified a num of areas for NES to focus on in order to align with the evolving needs and expectations for NES forms the Adult Social Care Review and the establishment of the National Care Service are discussions with       Effective - Ongoing SG engagement and commissions to NES for social care workforce communication sto support in relation to NES for social care workforce enducation bodies in the four nations, and professional regulators, to mitigate disruption and allow trainees/learners         5. The implications for NES from the Adult Social Care Review and the establishment of the National Care Service are discussions with       Effective - Ongoin							necessary skills and knowl	ledge to	meet the needs of the	e population.		
Importance of education and training to a sustainable workforce and has been widely consulted uponreport and approval recorded in minutes. Assocaited Strategic KPIs Assocaited Strategic KPIsCare Partnerships, Scottish Government, Social Care Sector and Academia to develop relationships and understanding of needs.2. Annual Operating Plan, incorporating desired outcomes, forms the baseline for organisational activitiesEffective - Approved by Exec Team and shared with NES Board and recorded in minutes.KPIs2. ADP 2023/204 submitted to SG - Completed ADP 2024/2025 submitted to SG3. Development of focused communications to support management of stakeholder expectation in relation to NES capacity to deliver and support new systems development.Effective - Communication Strategies and associated Action Plans.3. Ongoing SG engagement and commissions to NES for social care workforce education bodies in the four nations, and professional regulators, to mitigate disruption and allow trainees/learners progress where possible.Effective - Actively monitor trainees progression through their ARCP process.4. Stakeholder Survey - stakeholders needs and expectations will be considered analysed and will be reported to the November Board and will inform a refreshe progress on through their ARCP process.4. Stakeholders fue could be so in order to align with the evolving needs and expectations of takeholder. Feedback has suggested that whilst awareness of a reso for NES forom the Adult Social Care Review discussions with5. Regular Temperature Checks undertaken to ensure we are meeting the need all or urstakeholders.			tegic Plan clear	ly articulates the		ation		sassions	with Territorial Healt	h Boards Healt	h & Social	Due Date: Ongoing
forms the baseline for organisational activitiesExec Team and shared with NES Board and recorded in minutes.KPIsADP 2024/2025 submitted to SG3. Development of focused communications to support management of stakeholder expectation in relation to NES capacity to deliver and support new systems development.Effective - Communication Strategies and associated Action Plans.3. Ongoing SG engagement and commissions to NES for social care workforce education and training4. Work has been undertaken with NHS Boards, statutory education bodies in the four nations, and professional regulators, to mitigate disruption and allow trainees/learners to progress where possible.Effective - Actively monitor trainees progression through their ARCP process.4. Stakeholder Survey - stakeholders needs and expectations will be considered analysed and will be reported to the November Board and will inform a refreshe Communications Plan.5. The implications for NES from the Adult Social Care Review and the establishment of the National Care Service areEffective - Ongoing discussions with5. Regular Temperature Checks undertaken to ensure we are meeting the need all of our stakeholders.	impor	rtance of educ	cation and train	ing to a sustainable	report and approv recorded in minut	val .es.	Care Partnerships, Scottisl develop relationships and	h Goverr	nment, Social Care Sec			Cheoling
management of stakeholder expectation in relation to NES capacity to deliver and support new systems development.Communication Strategies and associated Action Plans.4. Work has been undertaken with NHS Boards, statutory education bodies in the four nations, and professional regulators, to mitigate disruption and allow trainees/learners to progress where possible.Effective - Actively monitor trainees progression through their ARCP process.4. Stakeholder Survey - stakeholders needs and expectations will be considered analysed and will be reported to the November Board and will inform a refreshe Communications Plan.0 progress where possible.Effective - Actively monitor trainees progression through their ARCP process.4. Stakeholder Survey - stakeholder Survey 2024 has identified a num of areas for NES to focus on in order to align with the evolving needs and expectations of stakeholders. Feedback has suggested that whilst awareness of is relatively high, actions should go towards improving customer satisfaction. A report was presented to the November NES Board which highlighted the analysi and consequent action plan, including the need to: improve communications, or a consistency and cohesion of branding, develop a once for NES approach to communications and marketing and monitor and evaluate progress.5. The implications for NES from the Adult Social Care Review and the establishment of the National Care Service areEffective - Ongoing discussions with5. Regular Temperature Checks undertaken to ensure we are meeting the need all of our stakeholders.					Exec Team and sha with NES Board ar	ared nd	ADP 2024/2025 submittee		- Completed			Ongoing Yearly Submissi
education bodies in the four nations, and professional regulators, to mitigate disruption and allow trainees/learners to progress where possible.	mana	igement of sta	akeholder expec	ctation in relation to NES	Communication Strategies and			nt and co	mmissions to NES for	social care wor	kforce	Ongoing
and the establishment of the National Care Service are discussions with all of our stakeholders.	4. Work has been undertaken with NHS Boards, statutory education bodies in the four nations, and professional regulators, to mitigate disruption and allow trainees/learners to progress where possible. Effective - Actively monitor trainees progression through their ARCP process.					у	4 Stakeholder Survey - st		ers needs and expects	ations will be co		Ongoing
discussed with our Sponsor Directorate and Mental Health & sponsorship team and Social Care Directorate to allow for forward Planning tripartite group 6. Implementation of the Involving People and Communities Policy	to pro	ators, to mitig		ns, and professional	monitor trainees progression throu	gh s.	analysed and will be repor Communications Plan. Update Dec 2024 - Analysi of areas for NES to focus c expectations of stakehold is relatively high, actions s report was presented to t and consequent action pla a consistency and cohesio	rted to the is of the on in ord ers. Feed should go he Nove an, includ on of bran	ne November Board a Stakeholder Survey 2 er to align with the ev Iback has suggested t towards improving c mber NES Board whic ling the need to: impr nding, develop a once	nd will inform a 024 has identifi olving needs ar hat whilst awar ustomer satisfa h highlighted th ove communica for NES approa	refreshed ed a number id eness of NES ction. A ie analysis ations, create	31/03/2025
meetings minuted.	5. The and th discus	ators, to mitig ogress where p e implications he establishm ssed with our	for NES from th ent of the Natic Sponsor Directo	ns, and professional and allow trainees/learners ne Adult Social Care Review onal Care Service are porate and Mental Health &	monitor trainees progression throu, their ARCP proces Effective - Ongoin, discussions with sponsorship team	gh s. g and	analysed and will be repor Communications Plan. Update Dec 2024 - Analysi of areas for NES to focus co expectations of stakehold is relatively high, actions s report was presented to tl and consequent action pla a consistency and cohesio communications and mark S. Regular Temperature Cl all of our stakeholders.	rted to th is of the on in ord ers. Feed should go he Nove an, incluo on of brar keting ar hecks un	ne November Board a Stakeholder Survey 2 er to align with the ev Iback has suggested t i towards improving c mber NES Board whic ling the need to: impr iding, develop a once id monitor and evalua dertaken to ensure v	nd will inform a D24 has identifi olving needs ar hat whilst awar ustomer satisfa h highlighted th ove communica for NES approa ite progress.	refreshed ed a number id eness of NES ction. A ie analysis ations, create ch to	31/03/2025



	no:	SR2										
Risk S	Short Title:	Disproportiona	ate amount of non-recurrent	funding, without c	onversi	ion to recurrent funding						
						Date Added to Register:		19/04/2023				
Ri	sk Owner:	Jim Boyle				Review Date:		10/03/2025				
						Frequency of Review: Committee/Group overse	oing	Quarterly NES Board				
Risk (	Category(s)	Finance				commutee, Group overse	enig	NES BOard				
	mpacts on					1			1			
	strategy Key of Focus :											
Da	te of Score		Net Score			rrent Net Risk Rating: Priority 1, 2, 3 or 4)	Risk I	Movement: (1	<sup>•</sup> ,↔,↓)	Board A	Appetite	Within Boar Appetite
04	4/03/2024		16			High				Averse	1-5	
05	5/06/2024		16			High		<u></u>				
	1/09/2024		12			High		Û				
10	0/12/2024		8			Medium		Û				
			-									
Γ	Gross	Impact	Gross Likelih	ood		Net Impact	Net	Likelihood	] [			
	(1-	(1-5) (1-5) 4 5				(1-5)	Net	(1-5)				e v Net Total
						4		2			erse	1-5
L	Gross	Total:	20			Net Total:		8		Mec	dium	8
Exi	sting contr	ol rating:	Accep	table		]						
						Result:						
L. NE	S Exec Team m		engagement with relevant	-	gs take	This will result in continue- the NES Strategic Plan and situation seriously compro capability Actions: 1. Baselining and bundling	irespon mises o	d to the common ability to m will be assessed	nission requaintain a w	uirements of vorkforce that roposals are n	Scottish Gove t has the righ made	ernment. This
L. NES	S Exec Team m at Scottish Go		engagement with relevant vell as with the Sponsorship	Effective - Meeting	gs take nd uted.	This will result in continue the NES Strategic Plan and situation seriously compro capability Actions:	impact overnm impact lik ill be de tion lett n non-r ected a ion lette	d to the comm our ability to m will be assess tent, and will b termined follo er received in ecurrent to ba llocations for 2 er received in (	nission requaintain a w aintain a w ad when pri- e reported on 2024/2! owing SG di July 2024 of seline duri 2024/25. Oct 2024 of	uirements of vorkforce that roposals are n d to the Board 5. eliverable wo confirmed tha ng 2024/25.	Scottish Gove t has the righ made d at the orkshops. at £103m of That letter	ernment. This t capacity and Due Date:
leads Team 2. Qu	S Exec Team rr at Scottish Go arterly meetin	vernment, as w		Effective - Meeting place fortnightly a	gs take nd uted. Iy owing	This will result in continue the NES Strategic Plan and situation seriously compro capability Actions: 1. Baselining and bundling available by the Scottish G earliest opportunity Update June 2024 - This w Update June 2024 - This w Update Sept 2024 - Allocat funding will be moved fror also confirmed 81% of exp Update Dec 2024 - Allocat moved from non-recurren 2. Any requests by Scottish	impact overnm more lik ill be de tion lette n non-re ected a ion lette t to bas	d to the comm our ability to m will be assess nent, and will b kely to impact etermined follo eer received in llocations for 2 er received in fir eline in this fir nment to deco Team, conside	nission req aintain a w ed when pr e reportec on 2024/2! wwing SG du July 2024 of seline duri 2024/25. Oct 2024 cu lancial year mmission	uirements of vorkforce that roposals are n d to the Board 5. eliverable wo confirmed tha ng 2024/25. onfirmed £10 r. any work stree	Scottish Gove t has the righ made d at the orkshops. at £103m of That letter 98m will be eams will be	ernment. This t capacity and Due Date:
1. NE eads Feam 2. Qu Finan 3. Ma shrou releva	S Exec Team rr at Scottish Go arterly meetin ce Team and ii intain clarity ii gh regular eng	gs with Scottish nformal adhoc n relation to NE	vell as with the Sponsorship n Government Health	Effective - Meeting place fortnightly ar quarterly and minu Effective - Quarter letter received foll	ly owing	This will result in continue the NES Strategic Plan and situation seriously compro capability Actions: 1. Baselining and bundling available by the Scottish G earliest opportunity Update June 2024 - This w Update June 2024 - This w Update Sept 2024 - Allocat funding will be moved fror also confirmed 81% of exp Update Dec 2024 - Allocat moved from non-recurren 2. Any requests by Scottish fully considered by the Exe	I respon mises o impact overnm more lik ill be de tion lett in covern ected a ion lett t to bas in lettt to bas in lettt to i	d to the comm our ability to m will be assess nent, and will b sely to impact etermined follo er received in a ecurrent to ba llocations for 2 er received in fir nenent to deco Team, conside plications ons with SG po mine what exis ow outcomes of p deliverable v 5 to discuss the ll be confirmed letter received n-recurrent to cted allocation abinet Secreta tial implications	hission req aintain a w ed when pr e reportec on 2024/22 wing SG di July 2024 of seline duri 2024/25. Oct 2024 co ancial year mmission ring educa licy teams, sting non-r an be shap vorkshops e move of r d in our allo in July 202 baseline du is for 2024 ry to Parlia is for NES a following I	uirements of yorkforce that roposals are n d to the Board 5. eliverable wo confirmed tha ng 2024/25. onfirmed £10 r. any work stree tion and train the Sponsors ecurrent func- bed to fit with in May and Ju hon-recurring occation letter 24 confirmed uring 2024/25. (25. iment Finance and these hav Deliverable W	Scottish Gove t has the righ made d at the orkshops. at £103m of That letter 8m will be eams will be ams will be any revised une with funding to during the that £103m 5. That e Committee <i>v</i> been /orkshops	ernment. This t capacity and 31/03/2025 Ongoing 31/03/2025
1. NE: eads Feam 2. Qu Finan 3. Ma throu Peleva DoFs	S Exec Team m at Scottish Go arterly meetin ce Team and ii intain clarity ii gh regular eng ant executive o and HRDs.	gs with Scottisi nformal adhoc	vell as with the Sponsorship n Government Health meetings weekly. :S's role and influence - SG sponsor team, and	Effective - Meeting place fortnightly ar quarterly and minu Effective - Quarter letter received foll meetings. Effective - Minutes meetings.	ss take nd rted.	This will result in continue: the NES Strategic Plan and situation seriously compro capability Actions: 1. Baselining and bundling available by the Scottish G earliest opportunity Update Nov 2023 - This is Update June 2024 - This w Update Sept 2024 - Allocat moved from non-recurren 2. Any requests by Scottish fully considered by the Exe as well as staffing and fina 3. NES will be involved in c and NHS Health. Finance t moved to the NES baseline baseline. Update June 2024 - SG hav policy and finance teams v baseline. Update Sugat 2024 - Allocat moved from non-recurren Update June 2024 - SG hav policy and finance teams v baseline. Update June 2024 - SG hav policy and finance teams v baseline. Update Sept 2024 - Letter reviewed to determine an assessed as minimal at pre Update Sept 2024 - Letter reviewed to determine an	I respon mises o impact overnm more lik ill be de tion lett in covern ected a ion lett t to bas in lettt to bas in lettt to i	d to the comm our ability to m will be assess nent, and will b sely to impact etermined follo er received in a ecurrent to ba llocations for 2 er received in fir nenent to deco Team, conside plications ons with SG po mine what exis ow outcomes of p deliverable v 5 to discuss the ll be confirmed letter received n-recurrent to cted allocation abinet Secreta tial implications	hission req aintain a w ed when pr e reportec on 2024/22 wing SG di July 2024 of seline duri 2024/25. Oct 2024 co ancial year mmission ring educa licy teams, sting non-r an be shap vorkshops e move of r d in our allo in July 202 baseline du is for 2024 ry to Parlia is for NES a following I	uirements of yorkforce that roposals are n d to the Board 5. eliverable wo confirmed tha ng 2024/25. onfirmed £10 r. any work stree tion and train the Sponsors ecurrent func- bed to fit with in May and Ju hon-recurring occation letter 24 confirmed uring 2024/25. (25. iment Finance and these hav Deliverable W	Scottish Gove t has the righ made d at the orkshops. at £103m of That letter 8m will be eams will be ams will be any revised une with funding to during the that £103m 5. That e Committee <i>v</i> been /orkshops	Priment. This t capacity and Due Date: 31/03/2025 Ongoing 31/03/2025



Risk no:	SR3								
Risk Short Title:	Failure to recru	uit and retain sufficiently exp	erienced and knowledg	eable people to the Board, E	xecutive Te	eam and senior manage	ement establ	ishment	
				Date Added to Register:		19/04/2023			
				Review Date:		03/03/2025			
Risk Owner:	Karen Reid			Frequency of Review:		Quarterly			
				Committee/Group overse		Staff Governance Com	mittaa		
Piek Cotogom (a)	People/Workfo			committee/Group overs	eeing	stari Governance com	mittee		
Risk Category(s) Risk impacts on	People/ Working	Jice							
NES Strategy Key Area of Focus :									
Date of Score		Net Score		Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk M	ovement: ( $\uparrow,\leftrightarrow,\downarrow$ )	Board /	Appetite	Within Board Appetite
08/04/2024		8		Medium			Open	12-16	
18/06/2024		8		Medium		⇔			
20/09/2024		12		High		<del></del> ۲			
03/12/2024		12		High		⇔			
		-							
Gross	Impact	Gross Likelih	ood	Net Impact	Net Li	ikelihood			
	L-5)	(1-5)		(1-5)		(1-5)	Board	Risk Appetit	e v Net Total
	4	4		4		3	OI	ben	12-16
Gross	s Total:	16		Net Total:		12	Н	igh	12
Existing cont	rol rating:	Effec	tive						
Cause:				Effect:					
	eam and senior	ciently experienced and know management establishment ng		e This would impact the co	ntinuity of	effective leadership, m	ianagement a	ind governan	ce of NES
				Result:					
				This would result in a dete the risk of serious failures			d credibility a	it all levels an	d would increase
ontrol:			Effectiveness:	Actions:					Due Date:
		nationwide talent in terms	Effective - Process in	1. Succession planning ex					03/03/2025
		has a robust process and a	place including Aspiring			-			
ood track record f oard vacancies oc		sh quality candidates when	Chair Programme.	internal candidates within					
	.cui.			candidates are producing regularly review supporte				-	
			Effective - Data availab	le has been identified and a	-				
NES recruits avo	cutives and coni	or managers from across	from recruitment syste		nurther su	eccosion planning exert	cise win take	place by Julie	
. INES IECI UIUS EXE	cutives and Selli	or managers nom across	nom recruitment syste	2024.					

Board vacancies occur. 2. NES recruits executives and senior managers from across the public and private sectors to ensure a wide spread of skills and experience in its senior leadership.	from recruitment system	candidates are producing development plans which they and their line manager will regularly review supported by ODLL. A second cohort of senior management roles has been identified and a further succession planning exercise will take place by June 2024. Update June 2024 : The Succession Planning cycle is mid process, which has been aligned with the PDP cycle. Cohort 2 roles identified and agreed by the Executive Team. Cohort 2 launched at the end of March with communications and supporting sessions put in place throughout the first quarter. Managers undertaking career developments conversations which will provide a readiness rating against each of the roles. This will be presented to the ET in mid July. Update Sept 2024 - Been updated to Staff Governance Committee to provide assurance. Update Dec 2024 - Moving into the 2nd year of the process and extending it from Exec Team plus to other senior roles with this round coming to a close in March 25. A paper will be developed to go to ET at the start of Feb 25 to outline how we make it BAU and how we align it to the national succession planning programme.	
3. A programme of executive and senior manager development and succession planning is in place to make sure that those in post are given the opportunity to develop in the role, and to acquire new professional skills and experience. This includes mapping of key roles; a process to identify potential successors; work with potential successors on individual development plans.	Effective - PDP and Annual Reviews.	2. The Non-Executive Board Skills and Experience Matrix is updated on an annual basis. Update Sept 2024 - This is currently being updated. Update Dec 2024 - Annual Update completed October 2024.	Ongoing
4. Senior leaders are encouraged to participate in a wide range of national professional networking groups to make sure they have access to best practice across the sector.	Effective - Minutes of meetings/events attended.	3. The vacancy for the Co-opted BMA member to the SGC, nominated by the PF is being actively managed. Update Dec 2024 - BMA member was co-opted at the 7th November SGC. Action Closed	Closed
5. The non-executive director membership of the Board and the Co-opted membership of the Board Committees, reflects the correct skills and experience required to govern the organisation.	Effective - The Non- Executive Board Skills and Experience Matrix	<ul> <li>4. The second appointment round for the non exec through the Public Appointment Unit (PAU) has commenced.</li> <li>Update Sept 2024 - Advert will be issued 17 September 2024 aiming to fill the current non-executive director vacancy by January 2025</li> <li>Update Nov 2024 - Shortlisting has been progressed and interviews are scheduled for 14 November aiming to fill the current non-executive director vacancy by January 2025.</li> <li>Update Dec 2024 - Interviews completed and recommendation sent to minister.</li> </ul>	31/01/2025
<ol> <li>Members are Co-Opted annually to cover and any skills and experience gaps on the EQC and the TIC</li> </ol>		5. Successful appointment of Dental Dirctor and Postgraduate Dean, effective from 1st January 2025. Recruitment process for Director of People and Culture Vacancy in progress. Update Dec 2024 - Recruitment process for Director of People and Culture vacancy to commence 13/01/2025.	31/04/2025



Scotland											
Risk no:	SR4										
Risk Short Title:	NES staff beco	me disengaged									
					Date Added to Register:		19/04/2023				
Risk Owner:	Karen Reid				Review Date: Frequency of Review:		03/03/2025 Quarterly				
					Committee/Group overse	eing	Staff Governance (	Commi	ttee		
Risk Category(s)	People/Workf	orce									
Risk impacts on											
NES Strategy Key Area of Focus :											
Date of Score		Net Score			rrent Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk N	Movement: (个,↔,、	↓)	Board A	ppetite	Within Board Appetite
08/03/2024		6			Medium				Open	12-16	
18/06/2024		6			Medium		\$				
20/09/2024		9			Medium		<u> </u>				
03/12/2024		9			Medium		\$				
Gross (1	Impact	Gross Likelih (1-5)	ood		Net Impact (1-5)	Net	Likelihood (1-5)		Board R	Risk Appetit	e v Net Total
-	4	4			3		3		Ор	en	12-16
Gross	Total:	16			Net Total:		9		Med		9
Existing contr	ol rotin	Effec	tivo								
		vith its employees, or does n of staff and trainees for who		ide	Effect: There could be a breakdow that are expected of them Operational Plans Result: That could result in a signi	in the c	delivery of the Strate	egic Pla	n and the ir	ndividual Dire	ectorate
Control:			Effectiveness:		Actions:						Date Due:
		angements in place and	Effective - Minutes		1. iMatter action plans by		· · · ·				Ongoing
-	-	ct with the Employee gement Programme Board.	Partnership Forum Change Managemo Programme Board	ent	Update Sept 2024 - This ye Employee Engagement Inc iMatter teams included th improvement on last year Update Dec 2024 - The ow for NES compared to the 2 highest across NHS Scotlar	lex (EEI) is year a (172 of erall res 2023 sur	score was 84 (85 in and 185 also submitt 207 teams). ponse rate and EEI	i 2023). ted an a remain	There wer action plan	e 213 which is an ently high	Yearly Submissic
2 - Communication organisational chan		y focus on all	Effective - Plan app route recorded in minutes.	proval	2. Continue to increase att Update Sept 2024 - Attenc from all sessions are share Update Nov 2024 - 83 atte Speak Up Week Oct Webir	dance fig ed with a ended Se	gures for last 3 webi all NES staff by NES (	inars - 4 Comms	468,433,434 Team.	4. Q&A's	Ongoing
-		n and visibility, both at a rough, for example,	Effective - Townha webinars and talki		3. Increase all staff commu	unicatio	ns via intranet.				Ongoing
	e townhalls and	d executive led webinars	heads.		4. NES Comm are given the feedback and enable appro			al inclus	sion survey	to provide	Ongoing
4 - Strong focus on	support to line	managers through the line	Effective - Line		5. Part of Operational and			NES de	evelops a pl	lan for the	31/01/2025
managers network.			Managers Handbo and Line Managers Network		timely communication to t March 2025.	tempora	ary staff whose cont	racts ai	re due to er	nd 31st	
		olete team action plans 5 Scotland employee survey	Effective - Action F recorded and prog reported to Board Governance Comm and recorded in minutes.	ress and	<ol> <li>Maintain focus through in a constrained fiscal envi</li> </ol>			asonab	le expectat	ions of staff	31/01/2025
is a one-stop shop f hosted on TURAS a information, practio pillars of wellbeing:	or health and w nd provides res cal tools, and to	wellbeing. The Hub is	Effective - Monthly staff communication informing staff of a changes and future events/resources.	ons any	7. ET, SIG and SOLG Develo 2025. Update Dec 2024 - Novem session to be discussed at	ber ses	sion taken place, fee				31/03/2025
7 - NES biannual inc measure.	clusion survey t		Effective - Results survey shared with and Staff Governar Committee and ac plans implement including the Anti Racism Plan.	n ET nce							



	SR5									
Risk Short Title:	NES does not p	out in place an adequate cor	porate infrastructur	e to sup	oport the Transformation	Route M	lap.			
	1			0	Date Added to Register:		19/04/2023			
Risk Owner:	Karen Reid			F	Review Date:		03/03/2025			
RISK OWNER:	Kareli Kelu			F	Frequency of Review:		Quarterly			
				C	Committee/Group overse	eeing	Staff Governance	Committee		
Risk Category(s)	People/Workf	orce		F	Reputational					
Risk impacts on NES Strategy Key Area of Focus :										
Date of Score		Net Score			rent Net Risk Rating: Priority 1, 2, 3 or 4)	Risk N	Movement: (个,↔,、	/) Board	Appetite	Within Board Appetite
08/04/2024		9			Medium			Open	12-16	
18/06/2024		9			Medium	1	\$			
20/09/2024		9			Medium		\$			
03/12/2024		9			Medium					
03/12/2024					Weululli	<b> </b>	**			
		-								
	Impact -5)	Gross Likelih (1-5)	ood		Net Impact (1-5)	Net	Likelihood (1-5)	Board	l Risk Appeti	te v Net Total
	4	4			3		3	o	pen	12-16
Gross	Total:	16			Net Total:		9		edium	9
0.033		10					-	1416		
VES does not have elation to the imp ncludes not having he right systems a	rovement progr g the the right n	prate infrastructure to support amme including HR, Finance umber of people, suitably si ces to drive improvements i	e and the PMO. This killed, as well as havi	sin N v ng d	Effect: NES might not adequately with the Scottish Governn Result:		the aims of its own S	trategic Plan or	the external o	commissions agre
relation to the imp includes not having	rovement progr g the the right n	orate infrastructure to suppor amme including HR, Finance umber of people, suitably sł	ort business processe and the PMO. This killed, as well as havi	s in N v ng d T T	NES might not adequately with the Scottish Governn Result: This could result in NES ha Transformation Activity an	nent aving insi	ufficient corporate ir	frastructure sta	iff to support of	delivery of the AC
NES does not have relation to the impi includes not having the right systems a best value.	rovement progr g the the right n	orate infrastructure to suppor amme including HR, Finance umber of people, suitably sł	ort business processo and the PMO. This illed, as well as havi n transformation an	s in N v ng d T T c	NES might not adequately with the Scottish Governn Result: This could result in NES ha Transformation Activity an on stakeholder engageme	nent aving insi	ufficient corporate ir	frastructure sta	iff to support of	delivery of the AC
VES does not have relation to the impi ncludes not having the right systems a pest value.	rovement progr g the the right n nd other resour	orate infrastructure to suppo amme including HR, Finance umber of people, suitably sk ces to drive improvements i	ort business processs e and the PMO. This illed, as well as havi n transformation an Effectiveness:	s in N v ng d T T c c	NES might not adequately with the Scottish Governm Result: This could result in NES ha Transformation Activity an on stakeholder engageme Actions:	nent aving insi nd poten ent.	ufficient corporate in tial efficiency saving	frastructure sta	iff to support of	delivery of the AC amage and impac Due Date:
NES does not have relation to the impi includes not having the right systems a best value. Control: 1. Worforce Plannii	rovement progr g the the right n nd other resour	vrate infrastructure to suppo amme including HR, Finance umber of people, suitably sk ces to drive improvements i longside AOP processes so	ort business processo and the PMO. This illed, as well as havi n transformation an	s in N v d T T C V t in 1	NES might not adequately with the Scottish Governn Result: This could result in NES ha Transformation Activity an on stakeholder engageme	nent aving insi nd poten ent.	ufficient corporate in tial efficiency saving	frastructure sta	iff to support of	delivery of the AC
NES does not have relation to the impi includes not having the right systems a best value. Control: 1. Worforce Plannii that resourcing can 2. In year changes 1	rovement progr g the the right n nd other resour	vrate infrastructure to suppo amme including HR, Finance umber of people, suitably sk ces to drive improvements i longside AOP processes so	ort business processs and the PMO. This iilled, as well as havi n transformation an Effectiveness: Effective - Recorde AOP documentatio	s in N v ng d T T c c d l in 1 n. e d	NES might not adequately with the Scottish Governm Result: This could result in NES ha Transformation Activity an on stakeholder engageme Actions:	nent aving insi nd poten ent.	ufficient corporate in tial efficiency saving	frastructure sta	iff to support of	delivery of the AC amage and impac Due Date:
NES does not have relation to the impi includes not having the right systems a best value. Control: 1. Worforce Plannii that resourcing can 2. In year changes t year consideration Radar process.	rovement progr g the the right n nd other resour ng takes place a h be aligned on to resourcing ar of new projects	orate infrastructure to suppo amme including HR, Finance umber of people, suitably sk ces to drive improvements i longside AOP processes so an annual basis. e made in alignment with in	Effectiveness: Effectiveness: Effective - Recorde AOP documentatio Effective - Corporat Radar projects considered at ET ar	s in v v v v v v v v v v v v v v v v v v	NES might not adequately with the Scottish Governm Result: This could result in NES ha Transformation Activity an on stakeholder engageme Actions:	aving insu nd poten ent.	ufficient corporate in tial efficiency saving e Radar	frastructure sta s. Resulting in r	ff to support o	delivery of the AC amage and impac Due Date:
VES does not have relation to the impr ncludes not having the right systems a best value. Control: 1. Worforce Planni that resourcing can 2. In year changes t year consideration Radar process. 3. Post prioritisatio Transformation Proc 4. Recruitment auti strengthened with based approach rec	rovement progr g the the right m nd other resour ng takes place a n be aligned on to resourcing ar of new projects n process consi- ojects.	orate infrastructure to suppor amme including HR, Finance umber of people, suitably sk ces to drive improvements i longside AOP processes so an annual basis. e made in alignment with in through the Corporate ders requirements of	Effective - Issues associated with fur posts required to differentiate associated with fur posts required to differentiate associated with fur posts required to di the AOP/Corporate Radar projects disc at ET and outcome: recorded in minute Effective - ET sub gi in place with timely	s in V v ng d F T T C c c c d f S. 2 2 4 4 5 5 5 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1	NES might not adequately with the Scottish Governm Result: This could result in NES ha Transformation Activity ar on stakeholder engageme Actions: 1. Ongoing Process with C	nent nying insu- nd poten int. corporate pcess - en recruitn tober 20	ufficient corporate in itial efficiency saving e Radar nsuring capacity is al neut process as appr 24 and in Jan 2025 c	frastructure sta s. Resulting in r igned to require oved by ET 13/C	iff to support of eputational da ments.	delivery of the Ad amage and impace Due Date: Ongoing
NES does not have relation to the impi includes not having the right systems a best value. Control: 1. Worforce Plannin that resourcing can 2. In year changes ti year consideration Radar process. 3. Post prioritisatio Transformation Pro 4. Recruitment auti strengthened with based approach rec equal, reducing the 5. Ongoing discussis commissioned activ	rovement progr g the the right m nd other resour ng takes place a h be aligned on to resourcing ar of new projects n process consi- ojects.	orate infrastructure to suppor amme including HR, Finance umber of people, suitably sk ces to drive improvements i longside AOP processes so an annual basis. e made in alignment with in through the Corporate ders requirements of other recruitment processes eving a more efficient, risk- oss NES and, all things being new staff. th Government regarding elining of non-recurrent rporate process to ensure	Effectiveness: Effectiveness: Effectiveness: Effective - Recorde AOP documentatio Effective - Corporal Radar projects considered at ET ar recorded in minute Effective - Issues associated with fur posts required to d the AOP/Corporate Radar projects disc at ET and outcome: recorded in minute Effective - ET sub g in place with timely homogeneous and communication of	s in v ng d T T t c c c r T t c c c d s c s c c s c s c c c c c c c c	NES might not adequately with the Scottish Governm Result: This could result in NES ha Transformation Activity ar on stakeholder engageme Actions: 1. Ongoing Process with C 2. Digital Prioritisation Pro 3. Implement accelerated (exception ET roles) In Oc	nent nying insu- nd poten int. corporate pcess - en recruitn tober 20	ufficient corporate in itial efficiency saving e Radar nsuring capacity is al neut process as appr 24 and in Jan 2025 c	frastructure sta s. Resulting in r igned to require oved by ET 13/C	iff to support of eputational da ments.	Jelivery of the AC amage and impact Due Date: Ongoing Ongoing



Risk no:	SR6									
Risk Short Title:	Failure to deve	elop and maintain adequate	Business Continui	ity arrar	ngements to deal with the ri	sk of ad	verse events and thre	ats		
					Date Added to Register:		19/04/2023			
					Review Date:		04/03/2025			
Risk Owner:	Christopher W	roath			Frequency of Review:		Quarterly			
					Committee/Group overse	eing	Technology & Inform	nation Governa	nce	
Risk Category(s)	Governance				Operational					
Risk impacts on NES Strategy Key Area of Focus :										
Date of Score		Net Score			rrent Net Risk Rating: Priority 1, 2, 3 or 4)Risk Movement: $(\uparrow,\leftrightarrow,\downarrow)$			Board A	oppetite	Within Board Appetite
13/03/2024		9			Medium			Averse	1-5	
02/07/2024		9			Medium		\$			
20/09/2024	9				Medium	<u> </u>	 ⇔	-		
						<u> </u>		-		
04/12/2024		9			Medium	<u> </u>	\$	_		
		-								
-										
	Impact 5)	Gross Likelih (1-5)	ood		Net Impact (1-5)	Net	Likelihood (1-5)	Board	Risk Appetit	te v Net Total
	4	4			3		3	Ave	erse	1-5
Gross	Total:	16			Net Total:		9	Med	lium	9
Existing contr	rol rating:	Accept	table		]					
Cause:					Effect:					
deal with the risk o	f adverse event	ntain adequate Business Con ts and threats, both internal a rer supply outages, and other	and external threa		There may be an inability t in extreme circumstances.		er normal levels of ser	rice, or even an	inability to d	eliver services at all
					Result: This could result in failure	to achie	eve strategic outcome			
Control:			Effectiveness:		Actions:					Due Date:
	v Plan and Ruci	ness Continuity Plans have	Effective - approv	/al	Actions: 1. Outside contractors bee	en engag	red to complete and c	ose all relyeant	KMG Audit	Closed
been approved by t			recorded in minu		actions to an agreed timet Update June 2024 - Action	able wit	th CEO.			closed
recommendations	The plans were robustly tested in a desktop exercise and ecommendations were considered by the ET and formally documented and recorded in minutes.					it Repor	nal Audit - all doceme t will be presented to ed and will be present	lanuary 2025 A	udit & Risk	31/03/2025
3. NTS have agreed emphasis on disast commence Septem	er recovery on	audit on BCP on an cloud data, audit to	Effective - Audit presented to ARC documented in m							



Risk no: SR7										
Risk S	Short Title:	Failure to put ir	n place measures to adequa	tely protect against bread	ches of cyber security					
Ris	sk Owner:	Christopher Wr	roath		Date Added to Register: Review Date: Frequency of Review: Committee/Group overse	(	19/04/2023 04/03/2025 Quarterly Fechnology & Informa	tion Committ	ee	
Risk C	Category(s)	Governance			Operational					
	mpacts on				•					
	Strategy Key a of Focus :									
Dat	te of Score		(Priority 1, 2, 3 or 4)		Risk Mo	ovement: ( $\uparrow,\leftrightarrow,\downarrow$ )	Board Appetite		Within Board Appetite	
13	3/03/2024		15		High			Averse	1-5	
02	2/07/2024		15		High		<b>\$</b>			
20	0/09/2024		15		High		\$			
04	4/12/2024		15		High		\$			
			-							
		Impact -5)	Gross Likelih (1-5)	ood	Net Impact (1-5)		kelihood 1-5)	Board F	Risk Appetit	e v Net Total
	!	5	4		5		3	Ave	rse	1-5
	Gross	Total:	20		Net Total:		15	Hi	gh	15
					Result:					
					Result: This could significantly affe reputational damage and t		•	•		orities
Contro				Effctiveness:	This could significantly affer reputational damage and the second	the impos	ition of punitive financ	ial fines by reg	gulatory auth	Due Date:
1. Digi firewa Event	ital team ensu all rule base, a	re added to the ) SIEM tool in us	, including changes to the (Security Information and se and continue to be	Effctiveness: Effective - The standard build for end user Windows devices and servers has been documented in the Windows 10 Endpoint Security Standards and in the VMWare tool for servers.	This could significantly affered and the second second to the second the second to the second second to the second s	the impos	ition of punitive financ	ial fines by reg	gulatory auth	orities
1. Digi firewa Event monito 2. Seni oversij	ital team ensu all rule base, a Management tored frequent nior Managem ight of Cyber s nology and Info	re added to the c) SIEM tool in use thy ent and Executiv security related of promation Comm	(Security Information and	Effective - The standard build for end user Windows devices and servers has been documented in the Windows 10 Endpoint Security Standards and in the VMWare tool for servers. Effective - Minutes of	This could significantly affer reputational damage and in Actions: 1. Continue to use the NIS	Audit fran g or status fr	ition of punitive financ	d build on NES	gulatory auth	orities Due Date:
1. Digi firewa Event 2. Sen oversij Technio Comm 3. Staf inform Securi regard and de inform	ital team ensu all rule base, a Management tored frequent nior Managem ight of Cyber s nology and Info nittee meeting ff awareness of mation securit ity Manager, y ding the use o etermining ke mation / data r	re added to the c) SIEM tool in us thy ent and Executiv security related in ormation Comm gs and through t of Cyber security y webinars provi which includes p f public Wi-fi, re y NES contacts,	(Security Information and se and continue to be we level involvement and risk through updates in the ittee and Audit & Risk he NES Assurance Group. y matters is raised through ided by the Information hishing emails and security porting security breaches possword guidance, ider GDPR as well as	Effective - The standard build for end user Windows devices and servers has been documented in the Windows 10 Endpoint Security Standards and in the VMWare tool for servers. Effective - Minutes of NES Assurance Group shared with TIC and	This could significantly affere putational damage and for the putational damage and for the putation of the pu	Audit fran B or status fr gress rress Cyber Sec VTS. reviewed a nave identi	ition of punitive finance mework to manage and or the NHSS Security C urity support post to jo as part of the I&O reso fifed resource in the pl	d build on NES	gulatory auth S' cyber htre	Due Date: Ongoing
Digi irewa vvent nonito versi iechno Comm iecuri egard and de nform	ital team ensu all rule base, a Management tored frequent nior Managem ight of Cyber s nology and Info nittee meeting ff awareness of mation securit ity Manager, y ding the use o etermining ke mation / data r	re added to the c) SIEM tool in use thy eent and Executin ecurity related in ormation Comm gs and through t of Cyber security y webinars provious which includes p f opublic Wi-fi, re y NES contacts, management un	(Security Information and se and continue to be we level involvement and risk through updates in the ittee and Audit & Risk he NES Assurance Group. y matters is raised through ided by the Information hishing emails and security porting security breaches password guidance, ider GDPR as well as	Effective - The standard build for end user Windows devices and servers has been documented in the Windows 10 Endpoint Security Standards and in the VMWare tool for servers. Effective - Minutes of NES Assurance Group shared with TIC and ARC. Effective - Attendance numbers available/ number of security breaches recorded and reported to NES Assurance Group and	This could significantly affere putational damage and a reputational damage and a second seco	Audit fran B or status fr gress rress Cyber Sec VTS. reviewed a nave identi	ition of punitive finance mework to manage and or the NHSS Security C urity support post to jo as part of the I&O reso fifed resource in the pl	d build on NES	gulatory auth S' cyber htre	Due Date: Ongoing 31/03/2025



APPENDIX 2
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	SR8									
lisk Short Title:	Failure to put	sufficient employee training	and other operation	al controls in place to minimise	the risk o	of breaches of Inf	ormatio	n Governanc	e	
	1			Date Added to Register:		19/04/2023				
				Review Date:		04/03/2025				
Risk Owner:	Christopher W	roath		Frequency of Review:		Quarterly				
				Committee/Group overs	seeing	Technology & Ir	nformat	ion Committ	ee	
Risk Category(s)	Operational			Reputational	-		vernand			
Risk impacts on NES Strategy Key Area of Focus :	,					I				
Date of Score		Net Score		Net Score     Current Net Risk Rating: (Priority 1, 2, 3 or 4)     Risk Movement:		Aovement: (↑,←	>,↓)	Board Appetite		Within Board Appetite
13/03/2024		8		Medium				Open	12-16	
02/07/2024		8		Medium		\$				
20/09/2024		8		Medium	-	<del>\</del>				
					-					
04/12/2024		-		Medium		\$				
	ss Impact (1-5)	Gross Likelih (1-5)	ood	Net Impact (1-5)	Net	Likelihood (1-5)		Board F	Risk Appetit	e v Net Total
	4	5		4		2		Ор	en	12-16
Gro	ss Total:	20		Net Total:		8		Med	lium	8
		yee training and other opera formation Governance	tional controls in plac	Effect: e to There could be instances	of signifi	cant loss of data				
			tional controls in plac				d the im	position of p	unitive finance	cial fines by
			tional controls in plac	te to There could be instances           Result:           This could result in seriou			d the im	position of p	unitive financ	cial fines by
ninimise the risk	of breaches of In	formation Governance		e to There could be instances           Result:           This could result in seriou regulatory authorities.           Actions:	us reputat	tional damage and				
ninimise the risk Control: L. Statutory and r with specific refe	of breaches of In		Effectiveness:	Result: This could result in seriou regulatory authorities. Actions: 1. NES' Executive Team to	us reputat	tional damage and	rtrainin) ر	g to mandato		Due Date:
Minimise the risk Control: 1. Statutory and r with specific refe Regulations. 2. Specific additio on ISO27001) hav	of breaches of In relevant data sect rence to the new nal policies, proc <i>re</i> been put in pla RAS platform and	formation Governance	Effectiveness: Effective - Processes approved and record in minutes Effective - Policies an	te to There could be instances           Result:           This could result in seriou           regulatory authorities.           Actions:           1. NES' Executive Team to           Update March 2024 - Act           and	us reputat	tional damage and	rtrainin) ر	g to mandato		Due Date:
Control: Contro	of breaches of In relevant data sect rence to the new onal policies, proc we been put in pla RAS platform and latform. gg arrangements a resources availab blowing standard include reference	formation Governance urity processes in place, General Data Protection edures and practices (based ce to ensure robust security the being developed are in place with le to staff via the Intranet ls, policy and process. to whistleblowing in nd are part of the essential	Effectiveness: Effective - Processes approved and record in minutes Effective - Policies an procedures approve and recorded in	te to There could be instances           Result:           This could result in serior.           regulatory authorities.           Actions:           1. NES' Executive Team to           Update March 2024 - Act           add           ual           tees	us reputat	tional damage and	rtrainin) ر	g to mandato		Due Date:
Control: L. Statutory and r with specific refer Regulations. 2. Specific addition on ISO27001) have applies to the TUI Vational Digital P 3. Whistleblowin nformation and r ncluding Whistle Hese resources i relation to loss or earning program 4. Safe Informatic	of breaches of In relevant data secu rence to the new onal policies, proc ve been put in pla RAS platform and latform. Ig arrangements a resources availab blowing standard include reference rmisuse of data a me for all NES en	formation Governance urity processes in place, General Data Protection edures and practices (based ce to ensure robust security the being developed are in place with le to staff via the Intranet ls, policy and process. to whistleblowing in ind are part of the essential nployees.	Effectiveness: Effective - Processes approved and record in minutes Effective - Policies al procedures approve and recorded in minutes. Effective - Whistleblowing Ann Report presented to governance commit and board and record	re to There could be instances           Result:           This could result in seriour           regulatory authorities.           Actions:           1. NES' Executive Team to           Update March 2024 - Act           nd           d           tees           ded	us reputat	tional damage and	rtrainin) ر	g to mandato		Due Date:



Risk no:	SR9									
Risk Short Title:	NES does not p	out sufficient measures in pla	ace to address ongoin	cost and funding pressures le	eading to r	misalignment	with Scotti	sh Governme	ent priorities	and expectation
				Date Added to Register:		19/04/2023				
				Review Date:		10/03/2025				
Risk Owner:	Jim Boyle			Frequency of Review:		Quarterly				
				Committee/Group overs	cooing	NES Board				
				committee/droup overs	seeing	NES BOATU				
Risk Category(s)	Finance									
Risk impacts on										
NES Strategy Key										
Area of Focus :					_					
Date of Score		Net Score		Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk M	lovement: (个	',↔,↓)	Board A	ppetite	Within Board Appetite
01/02/2024		16		High				Averse	1-5	
01/07/2024		16		High		\$				
24/09/2024		16		High		\$				
10/12/2024		8		Medium		Û				
	1	-								
	1				1					
			<b>.</b>							
Gross	Impact	Gross Likelih	ood	Net Impact	Net L	ikelihood				
	L-5)	(1-5)		(1-5)		(1-5)		Board	kisk Appeti	te v Net Total
•				,		· - /				
!	5	5		4		2		Ave	erse	1-5
Gross	s Total:	25		Net Total:		8		Med	lium	8
	s a high level of	non-recurrent funding from	SG	to take remedial actions					sustainable f	financial plans an
	s a high level of	non-recurrent funding from	SG		necessary failure to r	to remain in	financial ba	alance out in the Str		
	s a high level of	non-recurrent funding from	SG	to take remedial actions Result: This could then result in	necessary failure to r	to remain in	financial ba	alance out in the Str		
Control:	s a high level of	non-recurrent funding from	SG Effectiveness:	to take remedial actions Result: This could then result in	necessary failure to r	to remain in	financial ba	alance out in the Str		
		non-recurrent funding from		to take remedial actions           Result:           This could then result in increased risk of not beir           Actions:	necessary failure to r ng able to o	r to remain in meet the aspi control the fir	financial ba rations set nances of N	out in the Str IES	rategic Plan a	as well as having a
L. The Annual Oper	rational Plannin,		Effectiveness:	to take remedial actions           Result:           This could then result in increased risk of not beir           Actions:           ss           1. The financial implication	necessary failure to r ng able to o ons of any	requests to d	financial ba rations set nances of N ecommissi	out in the Str IES	rategic Plan a	as well as having a
L. The Annual Oper Directorates indicat	rational Plannin tive budgets to	g process within NES gives	Effectiveness: Effective - AOP proce in place. Lesson learr logged and actioned.	to take remedial actions           Result:           This could then result in increased risk of not beir           Actions:           ss         1. The financial implication	necessary failure to r ng able to o ons of any ally will be	requests to d	financial ba rations set nances of N ecommissi	out in the Str IES	rategic Plan a	as well as having a
L. The Annual Oper Directorates indicat and expenditure an	rational Plannin, tive budgets to nd identifies cos	g process within NES gives plan their own activities	Effectiveness: Effective - AOP proce in place. Lesson learr	to take remedial actions           Result:           This could then result in increased risk of not beir           Actions:           1. The financial implication to reduce funding generations	necessary failure to r ng able to o ons of any ally will be	requests to d	financial ba rations set nances of N ecommissi	out in the Str IES	rategic Plan a	as well as having a
1. The Annual Oper Directorates indicat and expenditure an	rational Plannin, tive budgets to nd identifies cos	g process within NES gives plan their own activities	Effectiveness: Effective - AOP proce in place. Lesson learr logged and actioned.	to take remedial actions           Result:           This could then result in increased risk of not beir           Actions:           1. The financial implication to reduce funding generations	necessary failure to r ng able to o ons of any ally will be	requests to d	financial ba rations set nances of N ecommissi	out in the Str IES	rategic Plan a	as well as having a
L. The Annual Oper Directorates indicat and expenditure an savings across NES.	rational Plannin, tive budgets to nd identifies cos	g process within NES gives plan their own activities t pressures and potential	Effectiveness: Effective - AOP proce in place. Lesson learr logged and actioned. AOP reported to NES Board	to take remedial actions  Result:  This could then result in increased risk of not bein  Actions:  1. The financial implication to reduce funding general service impacts fully set	failure to r ng able to d ons of any ally will be out	requests to d	financial ba rations set hances of N ecommissi d, with the	out in the Str ES on specific ac financial, sta	rategic Plan a ctivities, or ffing and	as well as having a <b>Due Date:</b> Ongoing
The Annual Oper Directorates indicat Ind expenditure an avings across NES.	rational Plannin, tive budgets to nd identifies cos ational Leadersl	g process within NES gives plan their own activities t pressures and potential hip Group, chaired by the	Effectiveness: Effective - AOP proce in place. Lesson learr logged and actioned. AOP reported to NES Board Effective - recorded i	to take remedial actions           Result:           This could then result in increased risk of not beir           Actions:           1. The financial implication to reduce funding generators service impacts fully set of the service impact s	failure to r ng able to o ons of any ally will be out	requests to d fully explored	financial ba rations set hances of N ecommissi J, with the will have a	out in the Str ES on specific ad financial, star	rategic Plan a ctivities, or ffing and e sharpened	as well as having a
L. The Annual Oper Directorates indicat and expenditure an avings across NES. 2. The Senior Opera Director of Planning	rational Plannin, tive budgets to nd identifies cos ational Leadersl g reviews budge	g process within NES gives plan their own activities t pressures and potential hip Group, chaired by the et submissions from across	Effectiveness: Effective - AOP proce in place. Lesson learr logged and actioned. AOP reported to NES Board	to take remedial actions  Result:  This could then result in increased risk of not beir  Actions:  1. The financial implication to reduce funding general service impacts fully set  1. The Operational Plann focus on the achievement	necessary failure to r ng able to o ons of any ally will be out ning proces nt of saving	requests to d fully explored ss for 2024/25 gs, as required	financial ba rations set nances of N ecommissi J, with the s will have a d by the SG	out in the Sti IES on specific ac financial, sta a significantly 's Sustainabil	rategic Plan a ctivities, or ffing and r sharpened lity & Value	as well as having a <b>Due Date:</b> Ongoing
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~	Scotland											
Risk n	10:	SR10										
lisk Sl	hort Title:	Failure to adeo	quately anticipate and mitiga	ate the impacts of policy,	legislative, economic, techr	nological	and societal ch	lange				
					Date Added to Register:		19/04/2023					
Ris	sk Owner:	Karen Reid			Review Date:		03/03/2025					
					Frequency of Review:		Quarterly	-				
		a			Committee/Group overs	eeing	NES Board					
	ategory(s)	Strategic										
IES St	trategy Key of Focus :											
Dat	te of Score		Net Score	c	urrent Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk N	/lovement: (个	,⇔,↓)	Board A	ppetite	Within Board Appetite	
08	3/04/2024		12		High				Open	12-16		
20	/06/2024		12		High		\$					
12	/09/2024		12		High		⇔					
03	3/12/2024		12		High		\$					
			-				.,					
		Impact 5)	Gross Likelih (1-5)	ood	Net Impact (1-5)	Net	Likelihood (1-5)		Board I	Risk Appetit	te v Net Total	
		4	3		4		3		Ор	en	12-16	
	Gross	Total:	12		Net Total:		12		Hi	gh	12	
<mark>ause</mark> ES is	not able to a		Effec ipate and mitigate the impa tal change		Effect: We may be unable to att social care workforce, an							
C <mark>ause</mark> NES is	not able to a	dequately antic	ipate and mitigate the impa		We may be unable to att social care workforce, an							
C <mark>ause</mark> NES is	not able to a	dequately antic	ipate and mitigate the impa		We may be unable to att	d in parti	cular trainees	and emplo	yees in speci	alist profession	onal disciplines	
ause IES is cono	: not able to a mic, technolo	dequately antic	ipate and mitigate the impa	cts of policy, legislative,	We may be unable to att social care workforce, an Result: This could result in a con or to deliver Directorate	d in parti	cular trainees	and emplo	yees in speci	alist profession	onal disciplines	
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interest in the second	ethat NES is a s, technologic pol: technologic ethat NES is a s, technologic egic Plan ttish Governn G Sponsorshi	regular engager ernmental, prof aware of chang al change, whice p Team and are	ipate and mitigate the impa tal change ments with a wide range of essional, peer Boards - to es to policy, demographic th will feed into the NES are fully discussed with the	cts of policy, legislative, Effectiveness: Effective - NES Strategic Plan approval route minuted, minutes of	We may be unable to att social care workforce, an Result: This could result in a con or to deliver Directorate Actions: 1. Significant Engagemen	d in parti npromise Operatio t with He cial Care	in our ability t nal Plans alth Boards, H Sector and Aca	o deliver o ealth & So idemia.	yees in speci	alist professio	onal disciplines nificant parts of Due Date:	
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Risk no:	SR11									
Risk Short Title:	Poor learning o	outcomes and learning expension	rience for our stakeh	lders						
				Date Added to Regist	er:	19/04/2023				
				Review Date:		25/02/2025				
Risk Owner:	Karen Wilson			Frequency of Review:		Quarterly				
				Committee/Group ov	erseeing	Education &	Quality Co	ommittee		
lisk Category(s)	Operational	ional Reputational								
lisk impacts on										
IES Strategy Key rea of Focus :										
itea of Focus .				Current Net Diel, Deting						
Date of Score		Net Score		Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk	Movement: (1	`,↔,↓)	Board A	Appetite	Within Boar Appetite
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						44		Open	12-10	
				Medium	_					
03/09/2024		-		Medium		<b>⇔</b>				
27/11/2024		9		Medium		\$				
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Gross	Impact	Gross Likelih	ood	Net Impact	Net	Likelihood	[		Diele Arrest	
(1	5)	(1-5)		(1-5)		(1-5)		Board	KISK Appeti	te v Net Total
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		•				-				
Gross	Total:	16		Net Total:		9		Me	dium	9
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				This could lead to the to deliver good quality Result: This could result in NE meet the needs of star	care S becoming f, trainees,	disconnected learners and s	from the n takeholder	eeds of the v rs, leading to	vider workfor serious reput	rce and failing to
VES delivers poor li stakeholders, or if v education			delivery of training a	This could lead to the to deliver good quality Result: This could result in NE meet the needs of stai and reassessment of t	care S becoming f, trainees,	disconnected learners and s	from the n takeholder	eeds of the v rs, leading to	vider workfor serious reput	rce and failing to tational damage
VES delivers poor li stakeholders, or if v education <b>Control:</b>	we are inflexible			This could lead to the to deliver good quality Result: This could result in NE meet the needs of stai and reassessment of t Actions:	care 5 becoming f, trainees, ne Board's	; disconnected learners and s role in deliverii	from the n takeholder ng educatic	eeds of the v rs, leading to	vider workfor serious reput	rce and failing to
VES delivers poor la takeholders, or if education Control: L. Chief Executive a collaborative relati	we are inflexible and/or NES Direc onships/arrange	in evolving the methods of	delivery of training a	This could lead to the to deliver good quality Result: This could result in NE meet the needs of stai and reassessment of t Actions: nd 1. Development of a L Update March 2024 - Board - moving into in	care 5 becoming f, trainees, ne Board's earning & E earning & E	disconnected learners and s role in deliverin ducation Strat Education Strat	from the n takeholder ng educatic egy.	eeds of the v s, leading to on and trainin	wider workfor serious reput	rce and failing to tational damage Due Date:
VES delivers poor la itakeholders, or if v education Control: L. Chief Executive a collaborative relati partner organisatic	we are inflexible and/or NES Direc onships/arrange ns rell briefed to m	: in evolving the methods of	delivery of training a <b>Effectiveness:</b> Effective - Minutes reports available fo meetings and presentations minu	This could lead to the to deliver good quality Result: This could result in NE meet the needs of stai and reassessment of t Actions: 1. Development of a L Update March 2024 - Board - moving into in ed 2. Development of a s Update March 2024 - 3	care 5 becoming f, trainees, ne Board's earning & E earning & E earning & plementat rategy and 5trategy ren sion gone t	disconnected learners and s role in deliverin ducation Strat Education Strat ion. resources for named to Invol o ELG 29.02.20	from the n takeholder ng educatic egy. tegy appro coproducti ving People 14.	eeds of the v s, leading to on and trainin ved by Febru on & engage es & Commu	wider workfor serious reput ng Jary 2024 ment. nity	rce and failing to tational damage Due Date:
VES delivers poor li takeholders, or if v education Control: L. Chief Executive a collaborative relati bartner organisatic collaborative relati bartner organisatic executive sand ther Board/organ B. Parliamentary m VES Executives and ninutes made avai Discussions about p	we are inflexible	e in evolving the methods of ctors maintain open and ements with counterparts in anage relationships with e provides daily briefing to rs. Board papers and	Effectiveness: Effective - Minutes reports available fo meetings and presentations minu and available. Effective - Report presented to every Board public meetin Effective - Briefings available, ET minute and Q&As from	This could lead to the to deliver good quality Result: This could result in NE meet the needs of stai and reassessment of t Actions: nd 1. Development of a L Update March 2024 - Board - moving into in 2. Development of a st Update March 2024 - Soard - moving into and LSS Update March 2024 - Action 3. Learning and Educa	care  5 becoming f, trainees, he Board's  earning & E earning & E earning & g	disconnected learners and s role in deliverin iducation Strat Education Strat Education Strat education Strat education Strat clucation Strat education Strat	from the n takeholder ng educatic egy. tegy appro coproductiv ving People 14. pproved at reloped. Aay 2024 - ied. g considere	eeds of the v s, leading to on and trainin ved by Febru on & engage es & Commu ELG and Exec action to ren ed, expected	wider workfor serious reput ng Jary 2024 ment. nity cutive Team nain open	ce and failing to tational damage Due Date: Closed Closed 31/03/2025
UES delivers poor li takeholders, or if education Control: Chief Executive a ollaborative relati partner organisatic extrner organisatic extrner Board/organ I. Parliamentary m UES Executives and ninutes made avai Discussions about p re communicated ntranet updates I. Widespread evai	we are inflexible and/or NES Direc onships/arrange ms rell briefed to m isational Chairs onitoring servic I senior manage lable on NES co oressures and m to staff through uation of educa	e in evolving the methods of ctors maintain open and ements with counterparts in anage relationships with e provides daily briefing to rs. Board papers and rporate website. ational developments at ET	delivery of training a Effectiveness: Effective - Minutes reports available fo meetings and presentations minu and available. Effective - Report presented to every Board public meetin Effective - Briefings available, ET minute and Q&As from webinars and other events.	This could lead to the to deliver good quality         Result:         This could result in NE meet the needs of stal and reassessment of t         Actions:         nd         1. Development of a Li Update March 2024 - 1         Board - moving into in         2. Development of a st         Update March 2024 - 2         Framework - Draft ver         Update June 2024 - 4         Update June 2024 - 4         Update June 2024 - 7         Update June 2024 - 7         Update Sept 2024 - Fra         Update Doc 2024 - Fra         4. Implement a corpor and education provisit         Update March 2024 - 7	care S becoming f, trainees, he Board's i earning & E earning & E	disconnected learners and s role in deliverin iducation Strat Education Strat ion. resources for named to Involo o ELG 29.02.20 ete Strategy ap ork launched N version publish eived and bein halised awaitin ement progras the Learning & progress with rring, nplementation	from the n takeholder ng educatic egy. tegy appro coproductiv ving People 4. nproved at reloped. Aay 2024 - ied. g considere g implemer Education hin project t in project t stage usinf	eeds of the v s, leading to on and trainin ved by Febru on & engage es & Commu ELG and Exer action to ren ed, expected ntation. poort high qu Quality Syste timelines imelines and g a Blueprint	wider workfor serious reput ng Jary 2024 ment. nity cutive Team nain open final version final version em (LEQS).	rce and failing to tational damage



Risk	no:	SR12									
Risk S	hort Title:	Insufficient inv	estment in TURAS Learn an	d other NES learning	platforms.						
					Date Added to Register:		19/04/2023				
Di	sk Owner:	Christopher W	roath		Review Date:		28/04/2025				
N	sk Owner:	Christopher w	ruatii		Frequency of Review:		Quarterly	Information / Education & Quality Committee			
					Committee/Group overs	eeing	Technology & Inform				
	Category(s)	Operational			Reputational						
NES S	mpacts on trategy Key of Focus :										
Da	te of Score		Net Score		Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk N	۸ovement: (个,↔,↓)	Board A	Appetite	Within Board Appetite	
13	3/03/2024		12		High			Open	12-16		
02	2/07/2024		12		High		⇔				
20	0/09/2024		12		High		\$				
	4/12/2024		16		High		 企				
	3/01/2025		20		Very High		 仓	-			
28	J J I / 2023		20		verynign		Ц				
		Impact -5)	Gross Likelih (1-5)	ood	Net Impact (1-5)	Net I	Likelihood (1-5)	Board	Risk Appetit	e v Net Total	
	!	5	4		5		4	OI	pen	12-16	
	Gross	Total:	20		Net Total:		20	Very	High	20	
NES d	o not sufficier		Ineffe hnolgy that supports learnir other learning platforms pr	ng outcomes including	Effect: g the This would lead to the NE stakeholders	S being u	nable to meet the lea	rning needs and	d expectation:	s of all	
	o not sufficier	ntly invest in tec	hnolgy that supports learnir	ng outcomes including	g the This would lead to the NE						
NES d	o not sufficier	ntly invest in tec	hnolgy that supports learnir	ng outcomes including	g the This would lead to the NE stakeholders	ecoming o	disconnected from th earners and stakehole	e needs of the v ders, leading to	vider workfor serious reput	ce and failing to	
NES d FURA	o not sufficier S learning plat	ntly invest in tec	hnolgy that supports learnir	ng outcomes including	s the This would lead to the NE stakeholders Result: This could result in NES by meet the needs of staff, t	ecoming o	disconnected from th earners and stakehole	e needs of the v ders, leading to	vider workfor serious reput	ce and failing to	
NES d TURA	o not sufficier S learning plat S learning plat	tly invest in tec	hnolgy that supports learnir	ng outcomes including ovided by NES.	s the This would lead to the NE stakeholders Result: This could result in NES by meet the needs of staff, t and reassessment of the l	ecoming o rainees, la Board's ro	disconnected from th earners and stakehol ole in delivering educa	e needs of the v ders, leading to ation and trainin	wider workfor serious reput ng	ce and failing to ational damage	
NES d TURA Contr 1. A s	o not sufficier S learning plat S learning plat <b>ol:</b> ignificant amo	ntly invest in tec form as well as	hnolgy that supports learnir other learning platforms pr	ng outcomes including ovided by NES. Effectiveness:	s the This would lead to the NE stakeholders Result: This could result in NES b meet the needs of staff, t and reassessment of the I Actions:	ecoming o rrainees, lo Board's ro me Outlin currently overnmen	disconnected from th earners and stakehold ole in delivering educa ne Business Case to be going through govern tt.	e needs of the v ders, leading to ation and training e presented to b	wider workfor serious reput ng Scottish	ce and failing to ational damage Due Date:	
NES d FURA 1. A s estab	o not sufficier S learning plat S learning plat ignificant amo lish the learnin ategic case for	ntly invest in tec tform as well as nunt of time and ng needs of a ve	hnolgy that supports learnir other learning platforms pr l resource is invested to ry wide stakeholder group s been prepared for	ng outcomes including ovided by NES. <b>Effectiveness:</b> Effective - Fully	<ul> <li>this would lead to the NE stakeholders</li> <li>Result:         <ul> <li>This could result in NES by meet the needs of staff, t and reassessment of the leads</li> <li>Actions:</li></ul></li></ul>	ecoming o rrainees, la Board's ro ume Outlin currently overnmen n Comple p need to sh Progra	disconnected from th earners and stakeholo ole in delivering educa ne Business Case to be going through govern tt. tted o agree Phase 2 outco imme Full Business Ca	e needs of the v ders, leading to ation and training e presented to the ance groups pr mes of the Tura se in developm	wider workfor serious reput ng Scottish ior to as Refresh ent.	ce and failing to ational damage Due Date:	
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Contr ORA . A s stab	o not sufficier S learning plat <b>ol:</b> ignificant amo lish the learnin ategic case for ssion with the	ntly invest in tec form as well as unt of time and ng needs of a ve r investment ha Scottish Govern	chnolgy that supports learnin other learning platforms pro- l resource is invested to ery wide stakeholder group s been prepared for nment	effectiveness: Effectiveness: Effective - Fully documented. Effective - OBC appro route recorded in minutes. Effective - Programm reports progress to L Board and Transformaiton Grou	gthe       This would lead to the NE stakeholders         Result:       This could result in NES bi meet the needs of staff, t and reassessment of the l         Actions:       1. Turas Refresh Program Government.         Update April 2024 - OBC of submission to Scottish Go Update June 2024 - Action         2. Transformational Grou Programme. Turas Refrest Update Sept 2024 - Expect         Dividate Sept 2024 - Expect         1. Discussions on going w         EQS	ecoming e rrainees, le Board's ro me Outlin currently overnmen n Comple p need to sh Progra cted date	disconnected from th earners and stakeholo ole in delivering educa ne Business Case to be going through govern it. ted agree Phase 2 outco mme Full Business Ca for submission of FBC ds to investment with	e needs of the v ders, leading to ation and training e presented to to ance groups pr mes of the Tura se in developm - February 202 NES Director of	wider workfor serious reput ng Scottish ior to as Refresh ent. 25 F Finance and	ce and failing to ational damage Due Date: Closed 31/03/2025	



Risk Short Title:										
	Failure to recru	it sufficient number of appr	opriately skilled and ex	perienced staff within NES.						
Risk Owner:	Karen Reid			Date Added to Register: Review Date: Frequency of Review:		19/04/2023 03/03/2025 Quarterly				
				Committee/Group overse	eeing	Staff Govern	ance Comr	nittee		
lisk Category(s)	People/Workfo	rce				*				
isk impacts on										
IES Strategy Key rea of Focus :										
Date of Score		Net Score		Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk I	Movement: (个	,⇔,↓)	Board A	Appetite	Within Board Appetite
08/04/2024		12		High				Open	12-16	
18/06/2024		12		High		⇔				
20/09/2024		12		High		⇔				
03/12/2024		8		Medium		Û				
		-				•				
	Impact 5)	Gross Likeliho (1-5)	ood	Net Impact (1-5)	Net	Likelihood (1-5)		Board	Risk Appetit	e v Net Total
	4	3		4		2		Op	pen	12-16
Gross	Total:	12		Net Total:		8		Med	dium	8
Cause: Failure to recruit su NES.	ufficient number	of appropriately skilled and	experienced staff with	Effect: in NES having insufficient st Plan	aff to su	pport delivery	of the AOP	r, Transforma	ation Route N	lap and Strategic
				Result:						
Control:			Effectiveness	Result: This could result in reput	ational d	lamage and im	pact on sta	keholder en;	gagement.	
Control: L. Monitoring and c they attract an app candidates.		<b>.</b>	Effectiveness: Effective - Job packs available on intranet, evaluation scheduled April 2025. Data available from ERRS.		her Educ	ation establish	ments in S	cotland, in a	ddition to	Due Date: Ongoing
Monitoring and c hey attract an app andidates. 2. Monitoring and c	continuously imp	of high quality roving recruitment routes ure they attract an	Effective - Job packs available on intranet, evaluation scheduled	Actions:         1. Work with Higher/Furth         targeted Third Sector and         opportunities and related         2. The Armed Forces Tale         influence and deliver in su         attract more talent from the	her Educ I related I early ca nt Progra	ation establish bodies to supp reer routes. amme (AFTP) 1 f the territorial	ments in S ort greater team will c and natior	cotland, in a r apprentices continue to e nal board eff	ddition to ship engage,	
Monitoring and c hey attract an app andidates. Monitoring and c g career sites, soci ppropriate numbe	ropriate number continuously imp ial media to ensu er of high quality workforce data to	of high quality roving recruitment routes are they attract an candidates.	Effective - Job packs available on intranet, evaluation scheduled April 2025. Data available from ERRS. Effective - Acceleratec Recruitment Programme. Wider us of corporate social media, targeted professional networks alternative job posting platforms. Effective - Annual workforce E&D report publishe and presente to Board and	This could result in reput.         Actions:         1. Work with Higher/Furtl targeted Third Sector and opportunities and related         2. The Armed Forces Tale influence and deliver in su attract more talent from the sector of the sector o	her Educ I related I early ca apport o' the Armo man Righ ED&I, inc ng of lea for mitig duced fo	ation establish bodies to supp reer routes. amme (AFTP) f f the territorial ed Forces Com the territorial ed Forces Com tuluding 'conscio rrning and guid ating bias durin por 2025-2029.	ments in S ort greater team will o and nation munity (AF nue to pror nue to pror	cotland, in a r apprentices continue to e nal board effe C).	ddition to ship engage, forts to er learning anti-racism, s disability DI Strategy in relation to	Ongoing Ongoing 31/03/2025
Monitoring and c hey attract an app andidates.     Monitoring and c g career sites, soci ppropriate numbe     Monitoring our v mprove the diversi     Monitor and rep	ropriate number continuously imp ial media to ensu- er of high quality vorkforce data to ity of the workfo	of high quality roving recruitment routes ure they attract an candidates. Didentify actions to rce.	Effective - Job packs available on intranet, evaluation scheduled April 2025. Data available from ERRS. Effective - Accelerateo Recruitment Programme. Wider us of corporate social media, targeted professional networks alternative job posting platforms. Effective - Annual workforce E&D report publishe and presente to Board and Governance Committe and recorded in	This could result in reput.         Actions:         1. Work with Higher/Furtl targeted Third Sector and opportunities and related         2. The Armed Forces Tale:         influence and deliver in su attract more talent from 1         attract more talent from 1         cultural humility, promoti forum and also guidance for gender equality as part of         4. Development of Talent         d         5. Workforce planning to	her Educ I related I early ca apport o the Armo D&I, inc ing of lea for mitig duced fo f the Equ Attracti	ation establish bodies to supp reer routes. amme (AFTP) 1 f the territorial ed Forces Comm ts Team contir luding 'conscie rning and guid ating bias durir or 2025-2029. <sup>-</sup> ally Safe at Wo on Strategy.	ments in S ort greater team will d and natior munity (AF nue to pror nus inclusio ance from ng recruitm Team comp rk accredit	cotland, in a r apprentices continue to e hal board effe C). note and offe n' sessions, a the business hent. New EE pleting work tation progra	ddition to ship engage, jorts to er learning anti-racism, s disability DI Strategy in relation to amme.	Ongoing Ongoing 31/03/2025 31/03/2025



Risk no:	SR14									
Risk Short Title	Inadequate Bo	pard governance, systems, pr	rocesses and scrutiny o	them.						
Risk Owner:	Karen Reid			Date Added to Register: Review Date: Frequency of Review:		19/04/2023 03/03/2025 Quarterly				
				Committee/Group overs	eeing	NES Board				
Risk Category(s										
Risk impacts on NES Strategy Ke										
Area of Focus :	7									
Date of Score		Net Score	Net Score		Risk N	Risk Movement: ( $\uparrow$ , $\leftrightarrow$ , $\downarrow$ )		Board Appetite		Within Boar Appetite
08/04/2024		4		Low				Averse	1-5	
20/06/2024		4		Low		¢				
12/09/2024		4		Low		¢				
03/12/2024		4		Low		¢				
		-								
Gro	ss Impact (1-5)	Gross Likelih (1-5)	lood	Net Impact (1-5)	Net I	Likelihood (1-5)		Board	Risk Appeti	te v Net Total
	5	5		2		2		٨	erse	1-5
Gr	oss Total:	25		Net Total:		4			ow	4
Existing co	ntrol rating:	Effec	tive				1 1			
Cause:				Effect:						
systems, proces	ses and scrutiny of		o Board governance,	This could lead to corpora climate emergency/susta	inability r	equirements				
systems, proces	es and scrutiny of		o board governance,	This could lead to corpora climate emergency/susta Result: This could result in a loss range of audit and scrutin NES	of credibi	ility towards t				
	es and scrutiny of		Effectiveness:	climate emergency/susta Result: This could result in a loss range of audit and scrutin	of credibi	ility towards t				
Control: 1. Standing com		them e for each governance		Climate emergency/susta Result: This could result in a loss range of audit and scrutin NES Actions: 1. Development of Bluepr Update June 2024 - Action actions reported through	of credibi by bodies, rint Actior n Plan sul	ility towards t which could n Plan to stree	pose a thre	eat to the gen	neral credibili	ty and future of
Control: 1. Standing com Jomain support 2. Indvidual con committee mee	nittees responsib ed by Executive Gr mittees review ef	them e for each governance	Effectiveness: Effective - Terms of Reference, Schedule of Business. Governance Route Flowchart,	climate emergency/susta         Result:         This could result in a loss range of audit and scrutin NES         Actions:         1. Development of Bluepr of Bluepr of Dydate June 2024 - Action actions reported through         2. ET review outstanding J.	of credibi by bodies, rint Action n Plan sub ARC	ility towards t which could n Plan to stree bmitted to Sco	pose a three	eat to the gen	neral credibili	ty and future of Due Date:
Control: 1. Standing com domain support 2. Indvidual con committee mee Committee deta	nittees responsib ed by Executive Gr mittees review ef	fectiveness at every an annual report to Audit charged its remit.	Effectiveness: Effective - Terms of Reference, Schedule o Business. Governance Route Flowchart, Assurance Framework Effective - Annual reports and minutes o meetings.	climate emergency/susta         Result:         This could result in a loss range of audit and scrutin NES         Actions:         1. Development of Bluepr of Bluepr of Dydate June 2024 - Action actions reported through         2. ET review outstanding J.	of credibi ny bodies, rint Action n Plan sub ARC Audit acti ign off of al feedbac	ility towards t which could n Plan to stree bmitted to Sc ions - quarter ADP - comple ck received fr	ngthen gov hgthen gov httish Gove ly ted 2023/2 om Scottisl	ernance. ernment and 24 h Governmen	ongoing	ty and future of Due Date: Ongoing
Control: 1. Standing com domain support 2. Indvidual con committee mee Committee deta 3. Comprehensi	nittees responsib ed by Executive Gr mittees review ef ing and provides iling how it has dis re programme of i	fectiveness at every an annual report to Audit charged its remit.	Effectiveness: Effective - Terms of Reference, Schedule o Business. Governance Route Flowchart, Assurance Framework Effective - Annual reports and minutes o meetings. Effective - Approved a recorded in minutes.	climate emergency/susta Result: This could result in a loss range of audit and scrutin NES Actions: 1. Development of Bluepr Update June 2024 - Action actions reported through 2. ET review outstanding a Update June 2024 - Verba final sign off.	of credibi ny bodies, int Action n Plan sut ARC Audit acti ign off of al feedbac en accept 2024 Boa	ility towards t which could n Plan to stree bmitted to Sco ions - quarter ADP - comple ck received fr tance of ADP rd.	ngthen gov attish Gove ted 2023/2 pom Scottisl received fr	ernance. ernment and 24 h Governmen om Scottish C	ongoing	ty and future of Due Date: Ongoing Ongoing Ongoing Ongoing
Control: 1. Standing com domain support 2. Indvidual com committee mee Committee deta 3. Comprehensi 4. Board Goverr 5. An Assurance	nittees responsib ed by Executive Gr mittees review ef ing and provides iling how it has dis re programme of i ance included as p framework has be or Governance' an	e for each governance oups. fectiveness at every an annual report to Audit charged its remit. nternal audit.	Effectiveness: Effective - Terms of Reference, Schedule of Business. Governance Route Flowchart, Assurance Framework Effective - Annual reports and minutes o meetings. Effective - Approved a recorded in minutes. Effective - Induction Attendance Records/	<ul> <li>climate emergency/susta</li> <li>Result: This could result in a loss range of audit and scrutin NES</li> <li>Actions:         <ol> <li>Development of Bluepr Update June 2024 - Action actions reported through</li> <li>2. ET review outstanding .</li> <li>3. Scottish Government si Update June 2024 - Verba final sign off.</li> <li>Update Sept 2024 - Writti and presented to August</li> </ol> </li> </ul>	of credibi ny bodies, int Action n Plan sut ARC Audit acti ign off of al feedbac en accept 2024 Boa opment o ning at Bo	ility towards t which could n Plan to stree bmitted to Sc ions - quarter ADP - comple ck received fr tance of ADP rd. f 2025/26 AD oard Develop	ngthen gov hgthen gov httish Gove ly ted 2023/2 om Scottisl received fr P underwa ment Even	ernance. ernment and 24 h Governmen om Scottish C y. ts	ongoing nt awaiting Government	ty and future of Due Date: Ongoing Ongoing Ongoing Ongoing
Control: 1. Standing com domain support 2. Indvidual con committee mee Committee deta 3. Comprehensi 4. Board Goverr 5. An Assurance the 'Blue Print f Committee Han 5. Blueprint Act	nittees responsib ed by Executive Gr mittees review ef ing and provides iling how it has dis re programme of i ance included as p framework has be or Governance' an	them e for each governance oups. fectiveness at every an annual report to Audit charged its remit. Internal audit. evert of Corporate Induction. even developed in line with d the Assurance and Audit	Effectiveness: Effective - Terms of Reference, Schedule o Business. Governance Route Flowchart, Assurance Framework Effective - Annual reports and minutes o meetings. Effective - Approved a recorded in minutes. Effective - Induction Attendance Records/ Participant Feedback Effective - Approval route recorded and	<ul> <li>climate emergency/susta</li> <li>Result:</li> <li>This could result in a loss range of audit and scrutin NES</li> <li>Actions:         <ul> <li>1. Development of Bluepr Update June 2024 - Action actions reported through</li> <li>2. ET review outstanding at Update June 2024 - Verbatinal sign off.</li> <li>Update Sept 2024 - Writte and presented to August Update Dec 2024 - Development</li> <li>4. Board Governance Trai Update June 2024 - Board</li> </ul> </li> </ul>	of credibiny bodies, int Action n Plan sub ARC Audit acti ign off of al feedbace en accept 2024 Boa opment o ning at Bo d Governa und commo oard at a c uplementa n closed a	ility towards t which could n Plan to stree bmitted to Sci ions - quarter ADP - comple ck received fr tance of ADP rd. f 2025/26 AD oard Develop ance Develop inittee Assurar development ation. as agreed at A	hgthen gov hgthen gov bittish Gove ly ted 2023/2 om Scottish received fr P underwa ment Even ment Even ment Even session. Th	eat to the gen ernance. ernment and 24 h Governmen om Scottish C y. ts t completed 1 vork has beer nis will be furt	neral credibili ongoing nt awaiting Government 19th January n developed ther	ty and future of Due Date: Ongoing Ongoing Ongoing Yearly Submissi
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Risk	no:	SR15								
Risk S	Short Title:	NES is not an e	vidence based data driven o	rganisation, lacking ii	ntelligence and insights from it:	s Informa	tion Assets.			
					Date Added to Register:		14/12/2023			
					Review Date:		04/03/2025			
Ri	isk Owner:	Christopher W	roath		Frequency of Review:		Quarterly			
					Committee/Group overs	eeing	Technology & Inform	nation Commit	tee	
Risk (	Category(s)	Governance			Reputational	-	Strateg			
	k impacts on Strategy Key					-				
	S Strategy Key ea of Focus :				_					
Date of Score 13/03/2024		Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Current Net Risk Rating: (Priority 1, 2, 3 or 4)		Board A	oppetite	Within Board Appetite		
13	3/03/2024		6		Medium			Averse	1-5	
0	2/07/2024		6		Medium		\$			
20	0/09/2024		6		Medium	1	\$	1		
	4/12/2024		6		Medium			-		
0,	-1 121 2024		-		weaturn		**	-		
						1		1		1
	Gross (1-	Impact -5)	Gross Likeliho (1-5)	bod	Net Impact (1-5)	Net	Likelihood (1-5)	Board	Risk Appetit	e v Net Total
	:	3	4		2		3	Ave	erse	1-5
	Gross	Total:	12		Net Total:		6	Med	lium	6
.ack	of outcome foo	cussed in our in	formation gathering and stru	uctures.						
					Result:					
					This could result in a loss which could pose a threa				overnment a	nd scrutiny bodi
Conti		rogramma is =	ow operational. There is a	Effectiveness: Effective - Meetings	Actions: 1. Development of an over	ort data a	lan as part of the Com	orato Improve	mont Plan	Due Date: 31/03/2025
speci on ef	fic focus from	the Corporate I	mprovement Programme data collection, storage and	minuted and regulat reports on progress presented and recor at Transformation Group.	ar Update Sept 2024 - In pro				nene i lait.	
intelli		e new and imp	ration for artificial roved data collection,	Not Tested	2. Planned rollout of CoP Update Dec 2024 - Pilot o commence until M365 co May 2025	ompleted	d and report develope	d, planned rollo		31/05/2025
Viva S	Suite of applica		new and improved data	Not Tested	<ol> <li>NTS have agreed to an organisation - scheduled</li> </ol>			o support a data	a driven	30/06/2025
drive	intelligence ar	nd knowledge o		Effective - recording outcomes minuted.	s of					



	SR16									
isk Short Title:	Inability to me	et core responsibilities and o	bjectives due to HR Pe	rformance.						
				Date Added to Register:		03/12/2024				
				Review Date:		03/03/2025				
Risk Owner:	Karen Reid			Frequency of Review:		Quarterly				
				Committee/Group over	seeing	Staff Governance C	ommittee			
isk Category(s)	People/Workf	People/Workforce			beening	Financ				
isk impacts on	,			Reputational						
ES Strategy Key rea of Focus :										
Date of Score	Date of Score Net Score		Net Score         Current Net Risk Rating: (Priority 1, 2, 3 or 4)         Risk Movement		lovement: (↑,↔,↓) Board Appetite		Within Boar Appetite			
03/12/2024		15		High			Open	12-16		
		•								
		-								
		-								
Gross	Impact	Gross Likelih	ood	Net Impact	Net	Likelihood	Poord	Pick Apporti	to v Not Total	
	L-5)	(1-5)		(1-5)		(1-5)			te v Net Total	
	4	5		3		5		pen	12-16	
Gross	s Total:	20		Net Total:		15	Hi	igh	15	
Existing cont	rol rating:	Ineffe	ctive							
ause:				Effect:						
				risks associated with nor		· ·	• ·	employee m	to increased orale, and legal	
				· · · ·	n-complian s legal and retention,	nce with laws and reg statutory requirement performance manag	gulations. ents, as well core gement, and well	responsibilit	orale, and legal ies such as ould result in an	
ontrol			Effectiveness	risks associated with nor Result: NES could fail to meet it: employee engagement, increased risk of employ	n-complian s legal and retention,	nce with laws and reg statutory requirement performance manag	gulations. ents, as well core gement, and well	responsibilit	orale, and legal ies such as ould result in an bunal activity.	
nd Finance Directo vorkforce data qua	orates that look ality processes a and manageme	ent actions are being	Effectiveness: Effective - Reported a Audit & Risk Committe and minuted.	risks associated with nor         Result:         NES could fail to meet its employee engagement, increased risk of employ         Actions:         1. Recommendations an	n-complian s legal and retention, ee relatio d manage	I statutory requireme performance manag ns issues and ultimate ment actions from in	gulations. ents, as well core ement, and well ely increased em ternal and exter	responsibilit ibeing. This c ployment tri	orale, and legal ies such as ould result in an	
. Internal and extend Finance Direct vorkforce data qua ecommendations eported through t Corporate Impro Model for DDIT in inancial and mana nanagement pract	orates that look ality processes a and manageme the audit and ris ovement Program place which ens gement informa- tices across NES o provide assura	eed at financial and across NES. ent actions are being k committee. meme on the Lead Employer sures operational processes, ation controls and risk , NHS Placement Boards ince that the programme is	Effective - Reported a Audit & Risk Committe	Result:         NES could fail to meet its employee engagement, increased risk of employ         Actions:         1. Recommendations an being progressed and replace which ensures oper place which ensures place which ensure	n-complian s legal and retention, ee relatio d manage ported the ported the ent Progra rrational p ement pra	I statutory requireme performance manag ns issues and ultimate ment actions from in rough the Audit & Ris mme on the Lead Em rocesses, financial ar ictices across NES, NE	gulations. ents, as well core ement, and well ely increased em ternal and exter k Committee. hployer Model fo nd management HS Placement Bo	responsibilit being. This c poloyment tri nal audit n DDiT in information ards and GP	orale, and legal ies such as iould result in an bunal activity. Due Date:	
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Internal and extend Finance Direct vorkforce data qua ecommendations eported through t Corporate Impro Nodel for DDIT in nancial and mana nanagement pract nd GP Practices to perating within th	orates that look ality processes a and manageme he audit and ris place which ens gement informa- tices across NES o provide assura ne NES risk appe	eed at financial and across NES. ent actions are being k committee. mme on the Lead Employer sures operational processes, ation controls and risk , NHS Placement Boards ince that the programme is tite.	Effective - Reported a Audit & Risk Committ and minuted. Effective - Process in place and reported to governance groups ar committees and minuted. Effective - Programme Board reporting to Transformation Group and to NES Board via CEO Report. Reporting to PPC will commence	Result:         NES could fail to meet its employee engagement, increased risk of employ         Actions:         1. Recommendations an being progressed and replace which ensures ope controls and risk manage Practices to provide assuappetite.         3. Refresh of the interna job evaluation scheme.	s legal and retention, retention, ree relatio d manage ported the ent Progra rational p ement pra arance tha l job evalu	I statutory requireme performance manag ns issues and ultimate ment actions from in rough the Audit & Ris mme on the Lead Em rocesses, financial an roctices across NES, NH t the programme is c	gulations.	responsibilit ibeing. This c inployment tri nal audit in DDIT in information ards and GP the NES risk ith national	orale, and legal ies such as ould result in an bunal activity. Due Date: 31/03/2025 31/03/2025	

#### Summary of Strategic Risks Exposure

#### Table 1 - Current Position - January 2025

Current Risk Exposure (Total						
Score)	Very High	High	Medium	Low	Total	% of Total
Strategic		1	1		2	12.5%
Operational	1		2		3	18.8%
Finance			2		2	12.5%
Reputational					0	0.0%
Governance		1	2	1	4	25.0%
Technology					0	0.0%
People/Workforce		2	3		5	31.3%
Health & Safety					0	0.0%
Enviromental Sustainability					0	0.0%
Transformation/ Innovation					0	0.0%
TOTAL EXPOSURE	1	4	10	1	16	100.0%
% of Total	6.3%	25.0%	62.5%	6.3%		

### Table 2 - Last Reported Position - November 2024

Current Risk Exposure (Total						
Score)	Very High	High	Medium	Low	Total	% of Total
Strategic		1	1		2	13.3%
Operational		1	2		3	20.0%
Finance		2			2	13.3%
Reputational					0	0.0%
Governance		1	2	1	4	26.7%
Technology					0	0.0%
People/Workforce		2	2		4	26.7%
Health & Safety					0	0.0%
Enviromental Sustainability					0	0.0%
Transformation/ Innovation					0	0.0%
TOTAL EXPOSURE		7	7	1	15	100.0%
% of Total	0.0%	46.7%	46.7%	6.7%		

#### Strategic Risks Overall Controll Ratings

No	Strategic Risk Title	Risk Owner	Gross Rating	Net Rating	Appetite	Updated Dec 2024 Control Rating
SR1	NES Strategic Plan does not align with the evolving needs and expectations of stakeholders.	Karen Reid	15	9		Effective
SR2	Disproportionate amount of non-recurrent funding, without conversion to recurrent funding.	Jim Boyle	20	8	Gap 3	Acceptable
SR3	Failure to recruit and retain sufficiently experienced and knowledgeable people to the Board, Executive Team and senior management establishment.	Karen Reid	16	12		Effective
SR4	NES staff become disengaged.	Karen Reid	16	9		Effective
SR5	NES does not put in place an adequate corporate infrastructure to support the Transformation Route Map.	Karen Reid	16	9		Effective
SR6	Failure to develop and maintain adequate Business Continuity arrangements to deal with the risk of adverse events and threats.	Christopher Wroath	16	9	Gap 4	Acceptable
SR7	Failure to put in place measures to adequately protect against breaches of cyber security.	Christopher Wroath	20	15	Gap 10	Acceptable
SR8	Failure to put sufficient employee training and other operational controls in place to minimise the risk of breaches of Information Governance.	Christopher Wroath	20	8		Effective
SR9	NES does not put sufficient measures in place to address ongoing cost and funding pressures leading to misalignment with Scottish Government priorities and expectations.	Jim Boyle	25	8	Gap 3	Acceptable
SR10	Failure to adequately anticipate and mitigate the impacts of policy, legislative, economic, technological and societal change.	Karen Reid	12	12		Effective
SR11	Poor learning outcomes and learning experience for our stakeholders.	Karen Wilson	16	9		Effective
SR12	Insufficient investment in TURAS Learn and other NES learning platforms.	Christopher Wroath	20	20	Gap 4	Ineffective
SR13	Failure to recruit sufficient number of appropriately skilled and experienced staff within NES.	Karen Reid	12	8		Effective
SR14	Inadequate Board governance, systems, processes and scrutiny of them.	Karen Reid	25	4		Effective
SR15	NES is not an evidence based data driven organisation, lacking intelligence and insights from its Information Assets.	Christopher Wroath	12	6	Gap 1	Acceptable
SR16	Inability to meet core responsibilities and objectives due to HR Performance.	Karen Reid	20	15		Ineffective

## NES Risk Matrix, Scoring and Risk Categories

Risk Matrix and Score –

Risk Level	
Very High	20 - 25
High	12 - 16
Medium	6 - 10
Low	1 - 5

	Impact / Consequences				
Likelihood	Negligible	Minor	Moderate	Major	Extreme
Almost Certain	Low (5)	Medium (10)	High (15)	Very High (20)	Very High (25)
Likely	Low (4)	Medium (8)	High (12)	High (16)	Very High (20)
Possible	Low (3)	Medium (6)	Medium (9)	High (12)	High (15)
Unlikely	Low (2)	Low (4)	Medium (6)	Medium (8)	Medium (10)
Rare	Low (1)	Low (2)	Low (3)	Low (4)	Low (5)

NES Scoring Definitions – Likelihood -

Descriptor	Rare	Unlikely	Possible	Likely	Almost Certain
Likelihood	Cannot believe this event would happen – will only happen in exceptional circumstances. Risk will not materialise more regularly than every 10 years.	Not expected to happen, but definite potential exists – unlikely to occur. Risk will materialise on average once every 5 – 10 years.	May occur occasionally, has happened before on occasions – reasonable chance of occurring. Risk will materialise on average once every 3 – 5 years.	Strong possibility that this could occur – likely to occur. Risk will materialise on average once within each year.	This is expected to occur frequently/in most circumstances – more likely to occur than not. Risk will materialise within 6 months.

NES Scoring Definitions – Impact/Consequence –

Types of Risk	Negligible (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)
<b>Strategic</b> ( <i>Risk could impact on achievement of strategic objectives</i> )	<ul> <li>Negligible impact on achievement of strategic objectives.</li> <li>No loss of confidence from key stakeholders.</li> <li>Negligible impact on services.</li> </ul>	<ul> <li>Minor impact on achievement of limited number of strategic objectives.</li> <li>Minor loss of confidence from some key stakeholders.</li> <li>Reduced ability to support some services.</li> </ul>	<ul> <li>Some strategic objectives will not be achieved.</li> <li>Loss of confidence from key stakeholders in specific areas.</li> <li>Inability to support specific services.</li> </ul>	<ul> <li>Significant proportion of strategic objectives will not be achieved.</li> <li>Loss of confidence from key stakeholders in several areas.</li> <li>Inability to support several services.</li> </ul>	<ul> <li>Inability to deliver on strategic objectives.</li> <li>Loss of confidence from key stakeholders including Scottish Government.</li> <li>Inability to support service.</li> </ul>
Financial (Risk could impact on financial position)	• Some adverse financial impact but not sufficient to affect the ability of the service/department to operate within its annual budget (up to £100k).	<ul> <li>Adverse financial impact affecting the ability of one or more services/ departments to operate within their annual budget (£100k – 250k).</li> </ul>	<ul> <li>Significant adverse financial impact affecting the ability of one or more directorates to operate within their annual budget (£250k - £500k).</li> </ul>	• Significant adverse financial impact affecting the ability of the organisation to achieve its annual financial control total (£100k-1m).	<ul> <li>Significant aggregated financial impact affecting the long-term financial sustainability of the organisation (£&gt;1m).</li> </ul>
<b>Governance</b> ( <i>Risk could impact on the governance</i> of the organisation and services)	<ul> <li>Small number of potential issues affecting minor quality improvement issues.</li> <li>Minor non-compliance with governance requirements</li> </ul>	<ul> <li>Potential issues which can be addressed by low level of management action.</li> <li>Isolated failures to meet internal standards or follow protocols.</li> </ul>	<ul> <li>Challenging issues that can be addressed with appropriate action plan.</li> <li>Repeated failures to meet internal standards or follow protocols.</li> </ul>	<ul> <li>Mandatory improvement required to address major issues.</li> <li>High level action plan is necessary.</li> <li>Major failure to meet legal requirements or governance standards.</li> </ul>	<ul> <li>Major governance issues leading to the threat of prosecution.</li> <li>Board level action plan required.</li> <li>Systematic failure to meet legal or governance standards.</li> </ul>
<b>Reputational</b> ( <i>Risk could impact on public/stakeholder trust and confidence, and affect organisation's reputation</i> )	<ul> <li>Adverse comments/feedback, no media coverage.</li> <li>Little effect on staff morale.</li> </ul>	<ul> <li>Adverse local media coverage – short term.</li> <li>Some public embarrassment.</li> <li>Minor impact on staff morale and public/political perception and confidence in the organisation</li> </ul>	<ul> <li>Adverse local or social media coverage – long-term adverse publicity.</li> <li>Significant effect on staff morale and public/political perception of the organisation</li> </ul>	<ul> <li>Adverse national media coverage, less than 3 days.</li> <li>Public/political confidence in the organisation undermined.</li> <li>Use of services affected</li> </ul>	<ul> <li>Adverse coverage in national/International media - more than 3 days.</li> <li>MSP/MP concern (Questions in Parliament).</li> <li>Court Enforcement.</li> <li>Public Enquiry</li> </ul>
<b>Operational</b> ( <i>Risk could impact on the NES</i> <i>operations and delivery of products</i> <i>and services</i> )	<ul> <li>Interruption in a service which does not impact on the ability to continue to provide service.</li> </ul>	<ul> <li>Short term disruption to service with minor impact on quality-of-service provision.</li> </ul>	<ul> <li>Some disruption in service with unacceptable impact on service provision.</li> <li>Temporary loss of ability to provide service.</li> </ul>	<ul> <li>Sustained loss of service which has serious impact on delivery of services.</li> <li>Major Contingency Plans invoked.</li> </ul>	<ul> <li>Permanent loss of core service or facility.</li> <li>Disruption to facility leading to significant "knock on" effect.</li> </ul>
<b>Technology</b> ( <i>Risk could impact on delivery of services due to technological systems/processes/development and resilience</i> )	• Negligible impact on delivery of services due to inadequate or deficient system/process development and performance or inadequate resilience.	• Minor impact on delivery of services due to inadequate or deficient system/process development and performance or inadequate resilience.	<ul> <li>Late delivery of services due to inadequate or deficient system/process development and performance or inadequate resilience.</li> </ul>	• Failure to deliver services due to inadequate or deficient system/process development and performance or inadequate resilience.	<ul> <li>Non delivery of services due to inadequate or deficient system/process development and performance or inadequate resilience.</li> </ul>
<b>Workforce</b> ( <i>Risk could impact on staff wellbeing, staffing levels and competency</i> )	<ul> <li>Short term staffing issues temporarily reduces service provision and quality.</li> <li>Short term staffing issues, where there is no disruption to service quality.</li> </ul>	<ul> <li>Ongoing staffing issues reduce service quality.</li> <li>Minor errors due to ineffective training / implementation of training.</li> </ul>	<ul> <li>Late delivery of a key objective / service due to staffing issues</li> <li>Moderate error due to ineffective training / implementation of training.</li> </ul>	<ul> <li>Failure to meet key objective / service due to staffing issues.</li> <li>Major error due to ineffective training/implementation of training.</li> </ul>	<ul> <li>Non delivery of key objectives/service due to staffing issues</li> <li>Loss of key/high volumes of staff.</li> <li>Critical error due to ineffective training / implementation of training.</li> </ul>
Health and Safety (Risk could impact on staff/public/volunteer, or a patient out with delivery of care)	not requiring first aid.	<ul> <li>Minor injury or illness, first aid treatment required.</li> <li>Up to 3 days staff absence</li> <li>Local disruption of operations for up to one week due to health and safety concerns</li> </ul>	<ul> <li>Agency reportable, e.g., Police (violent and aggressive acts)</li> <li>Significant injury requiring medical treatment and/or counselling.</li> <li>RIDDOR over 7- day absence due to injury/dangerous occurrences</li> <li>Local disruption to operations for a period of more than one week due to health and safety concerns.</li> </ul>	<ul> <li>Major injuries/long term incapacity /disability (e.g., loss of limb), requiring, medical treatment and/or counselling.</li> <li>RIDDOR over 7- day absence due to major injury/dangerous occurrences.</li> <li>Widespread disruption to operations for a period of up to one week due to health and safety concerns.</li> </ul>	<ul> <li>Incident leading to death(s) or major permanent incapacity.</li> <li>RIDDOR Reportable/FAI</li> <li>Widespread disruption to operations for an extended period due to health and safety concerns</li> </ul>
Environmental Sustainability / Climate Change (Risk could impact on environment, ability to comply with legislation/targets or environmentally sustainable care)	<ul> <li>Limited damage to environment, to a minimal area of low significance.</li> <li>Negligible impact on ability to comply with climate legislation/targets or ability to reach net zero.</li> </ul>	<ul> <li>Minor effects on biological or physical environment.</li> <li>Minor impact on ability to comply with climate legislation/targets or ability to reach net zero.</li> </ul>	<ul> <li>Moderate short-term effects but not affecting eco-system.</li> <li>Moderate impact on ability to comply with climate legislation/targets or ability to reach net zero.</li> </ul>	<ul> <li>Serious medium term environmental effects.</li> <li>Serious impact on ability to comply with climate legislation/targets or ability to reach net zero.</li> </ul>	<ul> <li>Very serious long term environmental impairment of eco- system.</li> <li>Critical non-compliance with climate legislation/targets or ability to reach net zero.</li> </ul>
<b>Transformation/Innovation</b> ( <i>Risk could impact on an</i> operational/technology risk)	<ul> <li>Barely noticeable reduction in scope/quality/ schedule.</li> <li>Negligible impact on achievement of intended benefits.</li> </ul>	<ul> <li>Minor reduction in scope/quality/ schedule.</li> <li>Minor impact on achievement of intended benefits.</li> </ul>	<ul> <li>Reduction in scope/quality/project/programme objectives or schedule.</li> <li>Some intended benefits will not be achieved.</li> </ul>	<ul> <li>Significant project/programme over-run.</li> <li>Significant proportion of intended benefits will not be achieved.</li> </ul>	<ul> <li>Inability to deliver project/programme objectives.</li> <li>Inability to achieve sustainable transformation.</li> </ul>

NES Risk Categories -

Strategic	-	Risks arising from the achievement of NES's Strategy due to failure in supporting the delivery of commitments, plans or objectives due to a changing macro-environment.
Finance	-	Risks arising from not managing finances in accordance with requirements and financial constraints resulting in poor returns from investments, failure to manage assets/liabilities or to obtain value for money from the resources deployed, and/or non-compliant financial reporting.
Governance	-	Risks arising from unclear plans, priorities, authorities and accountabilities, and/or ineffective or disproportionate oversight of decision-making and/or performance.
Reputational	-	Risks arising from adverse events, including ethical violations, a lack of sustainability, systemic or repeated failures or poor quality or a lack of innovation, leading to damages to reputation and or destruction of trust and relations.
Operational	-	Risks arising from inadequate, poorly designed or ineffective/inefficient internal processes resulting in fraud, error, impaired customer service (quality and/or quantity of service), non- compliance and/or poor value for money.
Technology	-	Risk arising from technology not delivering the expected services due to inadequate or deficient system/process development and performance or inadequate resilience.
People/Workforce	-	Risks arising from ineffective leadership and engagement, suboptimal culture, inappropriate behaviours, the unavailability of sufficient capacity and capability, industrial action and/or non-compliance with relevant employment legislation/HR policies resulting in negative impact on performance.
Health & Safety	-	Risks arising from inefficient safety management resulting in non- compliance and/or harm and suffering to employees, contractors, service users or the public.
Environmental Sustainability/ Climate Change	-	Risk arising from ineffective management of natural resources resulting in harm to the environment and non-compliance with climate legislation/targets or ability to reach net zero.
Transformation / Innovation		Risk arising from major transformation projects and innovations resulting in inability to achieve planned changes and reduced effectiveness of delivering on objectives.



NES/25/10

NHS Education for Scotland Agenda Item: 9a Meeting Date: 6 February 2025 NES Public Board

#### 1. Title of Paper

1.1 Strategic Risks Annual Review and Risk Appetite

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

2.1 Rob Coward, Principal Educator, Planning & Corporate Resources Debbie Lewsley, Risk Manager, Planning & Corporate Resources Jim Boyle, Director of Finance

#### 3. Lead Director(s)

3.1 Jim Boyle, Director of Finance

#### 4. Situation/Purpose of paper

- 4.1 The purpose of this report is to present to the Board the Strategic Risk Annual Review for review and approval. In 2024 we have progressively developed our processes and practice in Risk Management and the Board is invited to note the progress that has been made in enhancing NES's risk management approach.
- 4.2 With the dissolvement of the Technology & Information Committee and the establishment of the new Planning and Performance Committee, the Board is asked to consider and approve the alignment of eight Strategic Risks to the Planning and Performance Committee.
- 4.3 The Board is also asked to review the NES Board's appetite for risk under each risk category and contemplate if any recommendations need to be considered on the appropriateness and proportionality of the scoring for each risk category.

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

- 5.1 NES has well established risk management processes which are subject to frequent review by the Risk Management Group, Executive Team, Audit and Risk Committee and the NES Board. Our risk management infrastructure is predominantly in place, including a revised risk log format, a Risk Management Strategy and Manual, Risk Management training and an established group of directorate risk leads.
- 5.2 All Strategic Risks are reviewed regularly by individual risk owners and the Executive Team and are reported quarterly to the Audit and Risk Committee and the NES Board for review and approval.
- 5.3 Reporting of Strategic Risks that relate to individual Board Governance Committees' remitted responsibilities are presented quarterly for consideration. These reports are designed to provide assurance that the individual risks are being effectively managed by the mitigating controls and planned actions identified.
- 5.4 In accordance with the Board's schedule of business, members are asked to conduct the annual review of the NES Risk Appetite.

#### 6. Assessment/Key Issues

#### 6.1 NES Strategic Risks

- 6.1.1 The Strategic Risks (summary Appendix 1) are subject to regular reviews by the Executive Team and individual risk owners and are reported quarterly to the NES Board and the Audit & Risk Committee. Over the last year, no risks were closed or de-escalated. However, one new strategic risk has been identified and added to the Strategic Risk Log. SR16, which relates to the inability to meet core responsibilities and objectives due to HR Performance, has recently been escalated from the Workforce Directorate Risk Log.
- 6.1.2 A number of changes to the strategic risks during the last year are attributed to the development of our processes and practices in Risk Management. Within the last year work has been progressed to enhance NES's approach to risk management and strengthen assurance that the key risks to the achievement of NES's strategic objectives have been identified and are managed effectively.
- 6.1.3 As recommended by the Audit and Risk Committee, a review of the NES Scoring Matrix was undertaken at the beginning of the year. NES's previous Risk Scoring Matrix was made up of up of five levels of risk, Primary 1, Primary 2, Contingency, Housekeeping and Low. When applied, the Contingency and Housekeeping levels enabled a crossover which caused some confusion, as several risks with the same score sat within different levels of the matrix. The new Risk Scoring Matrix has four levels of risk, Very High, High, Medium, and Low which aligns NES's risk scoring matrix with other NHS Scotland Health Boards. This approach has also prevented the apparent anomalies in scoring

and provides a standardised and consistent approach to defining NES's level of risk.

- 6.1.4 As part of the scoring matrix review a detailed guide was developed for impact definitions that identified the different types of risk that could impact on individual categories. This provided a more effective tool for assessing impact which focused on scale, scope and resource implication. The definitions also facilitate an enhanced understanding of the level of risk and assist in prioritising how it should be managed.
- 6.1.5 Four additional risk categories of People/Workforce, Health & Safety, Environmental Sustainability/Climate Change and Transformation/Innovation were added to the NES risk profile this year. These additional risk categories were designed to provide a better understanding of the organisation's overall risk profile. They also strengthened assurance that NES is effectively managing individual categories of risk. An enhanced description of each category was developed to support risk owners in identifying the correct risk category when assessing potential risks.
- 6.1.6 The NES Risk Management Strategy has been revised to include the changes to the NES's scoring matrix and impact definitions, the additional risk categories and the revised NES Risk Appetite Matrix. The updated strategy was reviewed and approved by the Audit and Risk Committee at their January 2025 meeting.
- 6.1.7 A revised Risk Management Manual was published in July 2024, setting out the principles, objectives and processes for the management of risk. It provides a key reference point that sets out NES's approach to risk and risk management and promotes an open and responsive approach that involves all elements of NES. Risk Management training has also been developed, focusing on identifying risks to be managed, escalating risks, risk scoring and using the risk log template. Fifteen training sessions have been delivered to date, including a session at the NES Learning at Work Week 2024.
- 6.1.8 In October 2024 the Audit & Risk Committee approved a proposal to enhance NES's Risk Control Assurance. The proposal provided enhanced guidance to risk owners on identifying how well individual and collective risk controls are working to mitigate individual risks. It is anticipated that, when fully implemented, this will help to make risk control assurance more objective with reference to the assurance criteria and will help bring greater consistency across all risks, both strategic and operational. The risk reporting template has been revised to include the individual control assessments and has been applied for the Q3 Strategic Risk Reports.

#### 6.2 Alignment of Strategic Risks to Governance Committees.

6.2.1 At the September 2024 NES Board, the proposal to dissolve the Technology & Information Committee as of 31 March 2025 and to constitute a new Planning and Performance Committee as of 1 April 2025 was approved. All Strategic Risks that relate to the Technology & Information Committee's remitted responsibilities require to be realigned and the Strategic Risks that relate to the Planning and Performance Committee's remitted responsibilities identified.

- 6.2.2 The Planning and Performance Committee will govern all matters pertaining to planning and delivery including technology, innovation, horizon scanning, information governance, business continuity and will receive assurance on the NES Scottish Government commissions and transformation work.
- 6.2.3 There are currently five strategic risks considered relevant to the Technology and Information Committee. It is proposed (as shown in Appendix 2) that all of these risks are realigned to the new Planning and Performance Committee.
- 6.2.4 In addition Strategic Risk 5, relating to NES not putting in place an adequate corporate infrastructure to support the Transformation Route Map (currently aligned to the Staff Governance Committee). Strategic Risk 1, relating to NES Strategic Plan not aligning with the evolving needs and expectations of stakeholders and Strategic Risk 10 that relates to the failure to adequately anticipate and mitigate the impacts of policy, legislative, economic, technological and societal change (both currently aligned to the NES Board) are realigned to the new Planning and Performance Committee. This is on account of its remit for governance of all matters pertaining to planning and delivery and transformation work.

#### 6.3 NES Risk Appetite

- 6.3.1 A review of strategic and directorate risks indicates that there has been a reduction in the percentage of risks that sit outwith the agreed Board Risk Appetite, after mitigating controls have been applied. Previously 43% of strategic risks were outwith appetite, in the past year this has reduced to 37.5%, while directorate risks have reduced from 29% to 19%. This could be attributed to the implementation of the revised NES Risk Appetite Matrix. It is noticeable that almost all the risks that are assessed as exposing NES to an unacceptable degree of risk relate to the Governance or Financial categories. This reflects the Board's highly risk-averse appetite in these categories.
- 6.3.2 Appendix 1 shows where each strategic risk sits in relation to the current Board Risk Appetite Matrix and indicates the current gap above appetite. Several strategic risks have been outwith the Board's appetite for a considerable period, however within this past year the gap has been reduced in the majority of them.
- 6.3.3 Following the implementation of the new scoring matrix and the additional categories being added to the NES risk profile the revised NES Risk Appetite Matrix (as shown in Appendix 3) was approved at the April 2024 Audit & Risk Committee and the May 2024 NES Board.
- 6.3.4 In January 2025 in accordance with the Committee's schedule of business, the Audit and Risk Committee reviewed and approved the NES Risk Appetite.

#### 7. Recommendations

The NES Board is invited to:

- 7.1 To review and approve the NES Strategic Risks Annual Review and note the progress that has been made in enhancing NES's risk management approach.
- 7.2 To consider and approve the alignment of the eight Strategic Risks to the new Planning and Performance Committee.
- 7.3 To review the NES Board Risk Appetite and agree if any recommendations need to be considered on the appropriateness and proportionality of the scoring for each risk category.

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 <u>Our Strategy 2023 26 People, Partnerships and</u> <u>Performance</u>
- □ 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 <u>Fairer Scotland Duty: Guidance for Public</u> <u>Bodies</u> and Corporate Parenting as per the <u>Children and Young People</u> (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 <u>DL (2021) 38</u>?

□Yes ⊠No

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

□No

Author name: Rob Coward, Debbie Lewsley, Jim Boyle Date: January 2025 NES

#### Summary of Risk Log

Risk No.	Risk Title	Risk Date	Date due for next review	Gross Total	Net Total	Risk Category	Risk Appetite	Risk appetite vs net score
SR1	NES Strategic Plan does not align with the evolving needs and expectations of stakeholders	19/04/2023	03/03/2025	15	9	Strategic	12-16	
SR2	Disproportionate amount of non-recurrent funding, without conversion to recurrent funding	19/04/2023	10/03/2025	20	8	Finance	1-5	Gap 3
SR3	Failure to recruit and retain sufficiently experienced and knowledgeable people to the Board, Executive Team and senior management establishment	19/04/2023	03/03/2025	16	12	People/Workforce	12-16	
SR4	NES staff become disengaged	19/04/2023	03/03/2025	16	9	People/Workforce	12-16	
SR5	NES does not put in place an adequate corporate infrastructure to support the Transformation Route Map.	19/04/2023	03/03/2025	16	9	People/Workforce	12-16	
SR6	Failure to develop and maintain adequate Business Continuity arrangements to deal with the risk of adverse events and threats	19/04/2023	04/03/2025	16	9	Governance	1-5	Gap 4
SR7	Failure to put in place measures to adequately protect against breaches of cyber security	19/04/2023	04/03/2025	20	15	Governance	1-5	Gap 10
SR8	Failure to put sufficient employee training and other operational controls in place to minimise the risk of breaches of Information Governance	19/04/2023	04/03/2025	20	8	Operational	12-16	
SR9	NES does not put sufficient measures in place to address ongoing cost and funding pressures leading to misalignment with Scottish Government priorities and expectations.	19/04/2023	10/03/2025	25	8	Finance	1-5	Gap 3
SR10	Failure to adequately anticipate and mitigate the impacts of policy, legislative, economic, technological and societal change	19/04/2023	03/03/2025	12	12	Strategic	12-16	
SR11	Poor learning outcomes and learning experience for our stakeholders	19/04/2023	25/02/2025	16	9	Operational	12-16	
SR12	Insufficient investment in TURAS Learn and other NES learning platforms.	19/04/2023	28/04/2025	20	20	Operational	12-16	Gap 4
SR13	Failure to recruit sufficient number of appropriately skilled and experienced staff within NES.	19/04/2023	03/03/2025	12	8	People/Workforce	12-16	
SR14	Inadequate Board governance, systems, processes and scrutiny of them.	19/04/2023	03/03/2025	25	4	Governance	1-5	
SR15	NES is not an evidence based data driven organisation, lacking intelligence and insights from its Information Assets.	14/12/2023	04/03/2025	12	6	Governance	1-5	Gap 1
SR16	Inability to meet core responsibilities and objectives due to HR Performance.	03/12/2024	03/03/2025	20	15	People/Workforce	12-16	

#### **APPENDIX 2**

Risk No	Risk Title	Risk Category	Risk Owner	Current Governance Committee	Proposed Governance Committee
SR1	NES Strategic Plan does not align with the evolving needs and expectations of stakeholders.	Strategic	Karen Reid	NES Board	Planning & Performance Committee
SR5	NES does not put in place an adequate corporate infrastructure to support the Transformation Route Map.	People/Workforce	Karen Reid	Staff Governance Committee	Planning & Performance Committee
SR6	Failure to develop and maintain adequate Business Continuity arrangements to deal with the risk of adverse events and threats.	Governance	Christopher Wroath	Technology & Information Committee	Planning & Performance Committee
SR7	Failure to put in place measures to adequately protect against breaches of cyber security.	Governance	Christopher Wroath	Technology & Information Committee	Planning & Performance Committee
SR8	Failure to put sufficient employee training and other operational controls in place to minimise the risk of breaches of Information Governance.	Operational	Christopher Wroath	Technology & Information Committee	Planning & Performance Committee
SR10	Failure to adequately anticipate and mitigate the impacts of policy, legislative, economic, technological and societal change.	Strategic	Karen Reid	NES Board	Planning & Performance Committee
SR12	Insufficient investment in TURAS Learn and other NES learning platforms.	Operational	Christopher Wroath	Technology & Information Committee / Education & Quality Committee	Planning & Performance Committee
SR15	NES is not an evidence based data driven organisation, lacking intelligence and insights from its Information Assets.	Governance	Christopher Wroath	Technology & Information Committee	Planning & Performance Committee

#### **NES Board Risk Appetite**

Type of Risk	Risk Appetite		
	Concept (Net Risk)	Pilot /Test of Change (Net Risk)	Business as Usual (Net Risk)
Strategic/Policy Risks	Hungry (20 – 25)	Hungry (20 – 25)	Open (12 – 16)
Finance Risks	Cautious (6 – 10)	Cautious (6 – 10)	Averse (1 – 5)
Governance/Accountability Risks	Cautious (6 – 10)	Cautious (6 – 10)	Averse (1 – 5)
Reputational/Credibility Risks	Open (12 – 16)	Cautious (6 – 10)	Cautious (6 – 10)
Operational/Service Delivery Risks	Hungry (20 – 25)	Hungry (20 – 25)	Open (12 – 16)
Technology Risks	Hungry (20 – 25)	Hungry (20 – 25)	Open (12 – 16)
People/Workforce Risks	Hungry (20 – 25)	Hungry (20 – 25)	Open (12 – 16)
Health & Safety Risks	Averse (1 – 5)	Averse (1 – 5)	Averse (1 – 5)
Environmental Sustainability/ Climate Change Risks	Hungry (20 – 25)	Hungry (20 – 25)	Open (12 – 16)
Transformation/Innovation Risks	Hungry (20 – 25)	Hungry (20 – 25)	Open (12 – 16)

## NES Board Risk Appetite – Classification

Classification	Description	Residual Score Range: Likelihood x Impact
Averse	Avoidance of risk and uncertainty is a key organisational objective.	1 – 5 (Low)
Cautious	Preference for safe options where the inherent risk has relatively low impact/ likelihood and there is limited potential for reward.	6 - 10 (Medium)
Open	Willing to consider all options and choose the one that is most likely to result in success, despite a relatively high level of risk.	12 – 16 (High)
Hungry	Eager to be innovative and to choose options offering the highest potential rewards or transformation, despite a high level of residual risk.	20 – 25 (Very High)



NES/25/11

NHS Education for Scotland Agenda Item: 10a 6 February 2025 NES Public Board

#### 1. Title of Paper

1.1. Corporate Governance Package: Board Standing Orders; Board Code of Conduct; Board Scheme of Delegation; Standing Financial Instructions (SFIs) & Committee Terms of Reference

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

2.1. Della Thomas, Board Secretary and Corporate Governance Lead Laura Howard, Deputy Director of Finance

#### 3. Lead Director(s)

3.1. Jim Boyle, Executive Director of Finance

#### 4. Situation/Purpose of paper

- 4.1. This paper brings the following elements of the Board Corporate Governance Package to the Board for review and approval:
  - Board Standing Orders (Website hyperlink)
  - Board Code of Conduct (Website hyperlink)
  - Board Scheme of Delegation (Appendix 1)
  - Standing Financial Instructions (SFIs) (Appendix 2)
  - Audit and Risk Committee (ARC) Terms of Reference (ToRs) (Appendix 3)
  - Remuneration Committee ToRs (Appendix 4)
  - Staff Governance Committee (SGC) ToRs (Appendix 5)
  - Education and Quality Committee (EQC) ToRs (Appendix 6)
  - Planning and Performance Committee (PPC) ToRs (Appendix 7)
  - Generic Committee ToRs (Appendix 8) included for information as these have already been approved by Board previously.

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

- 5.1. The Board Corporate Governance Package is reviewed on an annual basis by the Audit and Risk Committee (ARC) and approved for onward progression through to the Board for final approval. Once approved by the Board, the pack is published on the Board website.
- 5.2. The ToRs were sequenced through the respective Committees for review and approval prior to the 16 January 2025 ARC meeting as follows:
  - ARC ToRs 3 October 2024 ARC meeting
  - Remuneration Committee ToRs by correspondence October 2024 and again by correspondence November/December 2024.
  - Staff Governance Committee (SGC) and Remuneration Committee ToRs

     7 November 2024 SGC meeting. The Remuneration Committee ToRs were then considered again by the Remuneration Committee and quorate approval by correspondence received on 16 December and then further approved by the SGC by correspondence on 7 January 2025.
  - Education and Quality Committee (EQC) ToRs 13 December 2024 EQC meeting
- 5.3. Further to the respective Committee review, changes were made to the ToRs as detailed in section 6 of this paper.
- 5.4. Changes recommended to the other corporate governance documents (Board Standing Orders; SFIs, Board Scheme of Delegation and Board Code of Conduct) are also detailed in section 6. These documents have not been sequenced to any other Committee prior to ARC.
- 5.5. All Committee ToRs, once approved by Board will have active hyperlinks to the already approved generic Committee ToRs (Appendix 8)
- 5.6. As the Board has made the decision to dissolve the Technology and Information Committee (TIC) as of 31 March 2025, the TIC ToRs are not included in this corporate governance package.
- 5.7. The Board have approved the formation of the new Planning and Performance Committee (PPC) as of 1 April 2025.
- 5.8. The PPC met in developmental form on 20 January 2025 to discuss their role and remit and review their draft ToRs. Amendments were made to the draft ToRs further to this meeting and circulated to PPC members and to the ARC for review and approval by correspondence.

#### 6. Assessment/Key Issues

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

- 6.1. There is a risk that if the Corporate Governance Package is not considered from a strategic overview perspective, as well as an individual component perspective, then changes or improvements in governance elsewhere in the organisation or in the wider system may not be implemented as appropriate. The strategic overview mitigates duplication of governance effort and enables the identification of any gaps and enhances governance line of sight.
- 6.2. The 16 January 2025 ARC discussed how this strategic overview could be taken, especially as the PPC ToRs were not available as part of the Corporate Governance pack for the ARC to review at their meeting. Further to this discussion it is suggested that the following aspects would support this strategic overview:
  - The role of the ARC, as per their ToRs, is to draw attention to potential weaknesses in systems of risk management, governance and internal control and to review the system of internal control and to evaluate the control environment and decision-making processes. This will include annual review of the Board's Standing Orders, Standing Financial Instructions, Scheme of Delegation.
  - To assist with this, we now have a well-developed and embedded governance processes to ensure the ARC and then the Board, receive the full corporate governance pack including Committee ToRs on an annual basis.
  - The Board Assurance Framework will assist with this role. This document will be updated to remove references to the role of TIC and include the role of PPC and be brought to the 24 April 2025 ARC for review and approval as part of the bi-annual review of the Board Assurance Framework conducted by the ARC.
  - In addition, we have the list of NHS legislative responsibilities and the Board and Committee Schedules of Business (SoB) which assist in ensuring key aspects of business do not get inadvertently missed.
  - The TIC held their final meeting on 27 January 2025 and received papers outlining where the business and governance aspects of their role and remit will be governed once the TIC is dissolved. The business paper will be brought to the first meeting of the PPC on 2 May 2025 for assurance that all aspects handed over to the PPC are included in the PPC SoB and are within the delegated remit of the PPC as per their ToRs.

#### 6.3. Board Standing Orders

**6.3.1.** The Board Standing Orders approved by the Board at the 8 February 2024 Board meeting are published on the NES website <u>here</u> and align with <u>DL(2019)24.</u>

6.3.2. The Board Standing Orders have been reviewed and no changes are recommended at this time. The only change that will be required is to include updated SFIs and Board Scheme of Delegation hyperlinks signposting to the revised versions of these documents once they have been approved by the Board and published.

#### 6.4. Board Code of Conduct

6.4.1. The Board Code of Conduct was revised significantly and discussed and approved by the Board at the 26 May 2022 meeting. This is available on the NES website <u>here</u>. No changes are recommended.

#### 6.5. Board Scheme of Delegation

- 6.5.1. The Board Scheme of delegation has been reviewed and is available as Appendix 1.
- 6.5.2. The following changes were recommended and approved by the ARC:
  - Number 4, removal of reference to Committee Assurance Frameworks
  - Number 14 new delegation for Public Protection / Infection Prevention and Control added
  - Number 19 d) clarification has been added that virements over £1m require Board approval
  - Number 24, new delegation for approval of Memorandum of Understandings (MoUs) between NES and other organisations added
  - Number 47, new Caldicott Guardian and Caldicott Guardian deputy specified
  - Reference to the Director of Workforce removed and Director of People and Culture added.

#### 6.6. SFIs

- 6.6.1. The SFIs (Appendix 2) have been reviewed and revised and the following amendments were recommended and approved by the ARC.
- 6.6.2. Section 11 (sub section 11.5) Contracting and Procurement has been updated. This section now allows NES to support SMEs and comply with Procurement Equality Duty and Fair Work principles by directly awarding contracts up to the value of £25,000.
- 6.6.3. The finance guidance notes issued during the financial year 2024/25 which support the update of the Scottish Public Finance Manual are not relevant to NES or other NHS Boards.

#### 6.7. ARC ToRs

- 6.7.1. The ARC ToRs were considered at the 3 October 2024 ARC meeting. No changes were required.
- 6.7.2. The ARC ToRs are included as Appendix 3.

#### 6.8. Remuneration Committee ToRs

- 6.8.1. Remuneration Committee approved their ToRs by correspondence between 14 October – 28 October 2024. Further to the 7 November 2024 SGC meeting, a change to one of the paragraphs (9.1.1) was recommended. This change was made, and the Remuneration Committee further considered these changes by correspondence and quorate approval was received 16 December 2024. The SGC provided their quorate approval by correspondence 7 January 2025.
- 6.8.2. The changes made to the Remuneration Committee ToRs are as follows:
  - paragraph 3.2 has been changed to reflect the new member of the Remuneration Committee from 1 April 2025, the Chair of the newly constituted Planning and Performance Committee.
  - the heading in section 5 has been revised to reflect not only attendees, but also access to papers and a new paragraph added to reflect the requirement that accessibility of papers should be in line with General Data Protection Regulations and the <u>Data Protection</u> <u>Act 2018.</u>
  - paragraph 9.1.1 has been amended to remove the role of Remuneration Committee in approving executive job descriptions as this is the role of the National Evaluation Committee (NEC) under the Korn Ferry/Hay system for appropriate grading under ESM scales. The role of the Remuneration Committee is to approve the place on the grade scale for the new post holder.
  - the ToRs have been amended to remove the reference to the Director of Workforce and refer instead to the Director of People and Culture.
- 6.8.3. The Remuneration Committee ToRs are included as Appendix 4.

#### 6.9. SGC ToRs

- 6.9.1. The SGC ToRs were reviewed and approved at the meeting held 7 November 2024.
- 6.9.2. Some minor changes were approved by the SGC to wording and the reference to the Director of Workforce has been removed and replaced with the Director of People and Culture.

6.9.3. The SGC ToRs are included as Appendix 5.

#### 6.10. EQC ToRs

- 6.10.1. The EQC ToRs were considered at the meeting held 13 December 2024.
- 6.10.2. The changes approved by the EQC are as follows:
  - paragraph 9.9 of the EQC ToRs has been amended to remove the delegation of governance of health inequalities as it is proposed that this will now be remitted to the PPC.
  - paragraph 9.14 has been amended to remove reference to the governance of complaints, as it is proposed that this will now be remitted to the PPC.
  - a new paragraph has been added to reflect the governance role of the EQC in relation to seeking assurance in relation to the new Clinical and Care Assurance Sub-Group of ECQ.
- 6.10.3. EQC ToRs are available as Appendix 6.

#### 6.11. PPC ToRs

- 6.11.1. The Board received a paper at the 26 September 2024 meeting which outlined the proposed role and remit of the PPC. This was further developed into a set of draft ToRs which was considered by the PPC when they met in developmental form on 20 January 2025.
- 6.11.2. Further to this meeting amendments were made and the ToRs. The governance of social care was discussed, but not explicitly included in the PPC ToRs as at this point in time the governance of social care is expected to flow through a number of Committees as opposed to being governed by one particular Committee as a distinct entity, however this will be monitored over the next financial year.
- 6.11.3. The revised PPC ToRs were circulated following the meeting for comments and then sequenced onwards to the ARC for approval by correspondence 24 January 28 January 2025.
- 6.11.4. The Board are asked to approve the delegation of duties to the PPC and note that we believe a robust set of ToRs have been prepared, against which a Schedule of Business (SoB) for the Committee will be developed. As the PPC is new and the work evolving, the PPC plan to revisit their role and remit in-year.

#### 7. Recommendations

- 7.1. The Board is invited to:
  - Approve the delegation of duties to the PPC as per the PPC ToRs.
  - Review and approve the full Corporate Governance Package.

#### 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 <u>Our Strategy 2023 26 People, Partnerships and</u> <u>Performance</u>
  - 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 <u>Fairer Scotland Duty: Guidance for Public Bodies</u> and Corporate Parenting as per the <u>Children and Young People (Scotland) Act</u> 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 <u>DL (2021) 38</u>?
  - ⊠ Yes
  - □ No

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

⊠ Yes

□ No

Author name: Della Thomas Date: Janaury 2025 NES



#### **NES Board Scheme of Delegation**

#### RESERVATION OF POWERS AND SCHEME OF DELEGATION

- 1.1 Matters on which decisions on, and/or approval of, are retained by the Board:
  - Policy,
  - Strategy, strategic risk and setting risk appetite, delivery plan and budgets,
  - Standing Orders,
  - Standing Financial Instructions,
  - The establishment, terms and reference and reporting arrangements for all Committees and Sub Committees (including Standing Committees),
  - Significant items of Capital Expenditure or disposal of assets,
  - Recommendations from all Committees and Sub-Committees (Where powers are Delegated),
  - Annual Report and Annual Accounts,
  - Overall financial and performance reporting arrangements,
  - Strategic Stakeholder Engagement plan and
  - Constitution and Terms of Reference for statutory Committees.
- 1.2 Powers delegated by the Board to the Standing Committees and the executives are detailed in the table below:

D	elegated Issue and Scope of Delegation	Individual Responsible	Deputy
1.	Chair all Board meetings and associated responsibilities	Chair	Vice Chair
2.	Standing Committees Board delegated Strategic Key Performance Indicators and Strategic Risks	Committee Executive/Director Lead	Committee Executive Lead nominated deputy Director/Associate Director
3.	Risk Management	Chief Executive	Executive Director of Finance
4.	Board Assurance Framework	Chief Executive	Executive Director of Finance
5.	Demonstrate Best Value for all services	Chief Executive	Executive Director of Finance
6.	Disciplinary and Grievance arrangements	Chief Executive	Director of People and Culture
7.	Standards of business conduct for staff	Chief Executive	Executive Director of Finance
8.	Standards of Board Member Conduct	Chair and Chief Executive	Vice Chair; Deputy Chief Executive
9.	Register of Interests (including gifts and hospitality)		
	Board Members	Chief Executive	Board Secretary & Corporate Governance Lead

Delegated Issue and Scope of Delegation	Individual Responsible	Deputy
Staff	Chief Executive	Executive Director of Finance
10. Approve and sign all legal documents which will be necessary in legal proceedings related to staff	Chief Executive	People and Culture
11.Complaints	Chief Executive	Director of Planning and Performance
12. Freedom of Information	Chief Executive	Director of Planning and Performance
13. Educational Quality Assurance Systems	Chief Executive	Executive Director of Nursing, Midwifery and Allied Health Professionals (NMAHP) and Executive Medical Director
14. Public Protection / Infection Prevention and Control	Executive Director of Nursing, Midwifery and Allied Health Professionals (NMAHP)	Deputy Director of Nursing, Midwifery and Allied Health Professionals (NMAHP)
15. Operation of all detailed financial matters including bank accounts and banking procedures.	Executive Director of Finance	Deputy Director of Finance

Delegated Issue and Scope of Delegation	Individual Responsible	Deputy
16. Implementing the Board's financial policies and co-ordinating corrective action and ensuring detailed financial procedures and systems are prepared and documented	Executive Director of Finance	Deputy Director of Finance
17. Delegation of budgets	Chief Executive & Executive Directors	Executive Director of Finance
18. Responsibility for the implementation and monitoring of budget virements	Executive Director of Finance	Deputy Director of Finance
19. Virement between Budgets (Section 21.6	to 21.9 of SFIs)	
a) Up to or equal to £25,000	Budget Holder	N/A
b) Up to or equal to £100,000	Deputy Director of Finance	Head of Finance Business Partnering
c) Up to or equal to £500,000	Executive Director of Finance	Deputy Director of Finance
d) Up to or equal to £1,000,000 (virements over £1m require Board approval)	Chief Executive (and report to the Board)	Executive Director of Finance (only if Accountable Officer is absent and report to Board)

Delegated Issue and Scope of Delegation	Individual Responsible	Deputy	
20. Approval of expenditure for which no provision has been made in an approved budget, and which is not covered by funding under the delegated powers of virement, <i>(Section 6.12 &amp; 9.2 of SFIs)</i>			
a) Up to or equal to £500,000	Executive Director of Finance	Deputy Director of Finance	
b) up to or equal to £1,000,000	Chief Executive (and report to the Board)	Executive Director of Finance (only if Accountable Officer is absent and report to Board)	
21. Approval to spend funds within delegated	l limits: [Section 21.4 of SFIs	5]	
<ul> <li>c) Up to the level of their designated authority, which shall be no greater than £10,000</li> </ul>	Designated Directorate Administrator, Coordinator, Officer	Nominated authoriser as per the PECOS matrix	
d) Up to or equal to £25,000	Senior Managers and Associate Directors	Nominated authoriser as per the PECOS matrix	
e) Up to or equal to £50,000	Associate Directors and Deputy Directors	Senior Managers and Associate Directors	
f) Up to or equal to £250,000	Directors and Executive Medical Director	Associate Directors and Deputy Directors.	

Delegated Issue and Scope of Delegation	Individual Responsible	Deputy
g) Up to or equal to £500,000	Executive Director of Finance	Deputy Director of Finance
<ul> <li>h) Contractual and other commitments over £500,000</li> </ul>	Chief Executive	Executive Director of Finance
22. Recording and monitoring of payments under the losses and compensation regulations	Executive Director of Finance	Deputy Director of Finance
23. Approval of Losses within delegated limits set by Scottish Government [Section 12.5 of SFIs]:	Chief Executive	Executive Director of Finance
24. Approval of Memorandum of Understandings (MoUs) between NES and other organisations	Chief Executive	Executive Director of NMAHP & Deputy Chief Executive
25. Procedures for the procurement, ordering and receipt of goods	Executive Director of Finance	Head of Procurement
26. Approval to sign contracts on behalf of th	e Board (Section 21.3 of SF	<i>ls):</i> First signatory
<ul> <li>a) Up to or equal to £10,000 based on individual delegated authority level</li> </ul>	Designated Directorate officers	Designated Directorate officers
b) Up to or equal to £25,000	Designated Senior Managers and Associate Directors	Designated Senior Managers and Associate Directors

Delegated Issue and Scope of Delegation	Individual Responsible	Deputy
c) Up to or equal to £50,000	Associate Directors and Deputy Directors.	Designated Senior Managers and Associate Directors
d) Over £50,000	Directors and Executive Medical Director	Associate Directors and Deputy Directors.
27. Approval to sign contracts on behalf of the Bo	oard (Section 21.3 of SFIs): S	Second Signatory
<ul> <li>a) Up to or equal to £150,000 based on individual delegated authority level</li> </ul>	Procurement Officer	Procurement Officer
b) Up to or equal to £250,000	Procurement Manager	Procurement Officer
c) Up to or equal to £500,000	Head of Procurement	Procurement Manager
d) Up to or equal to £1,000,000	Executive Director of Finance	Deputy Director of Finance plus Director of Commissioning Area
e) Unlimited	Chief Executive	Executive Director of Finance
28. Approval to sign Service Level Agreemer	nts on behalf of the Board: (S	Section 21.2 of SFIs)
a) Up to or equal to £25,000	Senior Managers and Assistant Directors	N/A
b) Up to or equal to £50,000	Associate Directors and Deputy Directors.	Senior Managers and Assistant Directors

Delegated Issue and Scope of Delegation	Individual Responsible	Deputy
c) Up to or equal to £250,000	Directors and Executive Medical Director	Associate Directors and Deputy Directors.
d) Up to or equal to £500,000	Executive Director of Finance	Deputy Director of Finance
e) Over £500,000	Chief Executive	Executive Director of Finance (only if Accountable Officer is absent and report to the Board)
29. Payment of staff	Executive Director of Finance	Deputy Director of Finance
30. Procedures for the payment of travel, subsistence, study course and other expenses	Executive Director of Finance	Deputy Director of Finance
31. Procedures for the payment of accounts including Payments on Behalf (PoB) to other Boards	Executive Director of Finance	Deputy Director of Finance
32. Management of Non-Exchequer funds	Executive Director of Finance	Deputy Director of Finance
33. Management of Capital Schemes	Executive Director of Finance	Deputy Director of Finance

Delegated Issue and Scope of Delegation	Individual Responsible	Deputy
34. Liaison with Internal and External Audit services	Executive Director of Finance	Deputy Director of Finance
35. Issuing Tenders	Executive Director of Finance	Head of Procurement
36. Receiving and Opening of Tenders	Executive Director of Finance	Authorised personnel
37. Waiving of Competitive Tendering (in specific, limited circumstances) (Section 11.8 – 11.9 of SFIs)	Executive Director of Finance	Head of Procurement
a) Up to or equal to £50,000	Head of Procurement	Procurement Manager
b) greater than £50,000	Executive Director of Finance	Deputy Director of Finance
38. Devise and maintain systems of budgetary control	Executive Director of Finance	Deputy Director of Finance
39. Preparing the Annual Accounts and the Annual Report	Executive Director of Finance	Deputy Director of Finance
40. Signing the Annual Accounts and Annual Report	Chief Executive (CEO)/ Accountable Officer (AO) and Executive Director of Finance (statement of Financial Position)	In the absence of the Accountable Officer the Accounts can be delayed until the AO is available to sign them

Delegated Issue and Scope of Delegation	Individual Responsible	Deputy
41. Banking Arrangements	Executive Director of Finance	Deputy Director of Finance
42. Risk Management Processes	Executive Director of Finance	Director of Planning and Performance
43. Management and control of technology systems and facilities including data protection	Director of NES Technology	Deputy Director Technology
44. Investigate any suspected cases of fraud and other irregularity	Fraud Liaison Officer (Deputy Director of Finance)	Head of Governance and Operational Services (Finance)
45. Review, appraise and report in accordance with NHS Internal Audit Manual and best practice	Chief Internal Auditor	N/A
46. Information Governance including Cybersecurity	Director of NES Technology	Deputy Director of Technology
47. Caldicott Guardianship	Director of Social Care	Executive Medical Director
48. Human Resource (HR) Management	Director of People and Culture	Associate Director of HR

Delegated Issue and Scope of Delegation	Individual Responsible	Deputy
49. Procedures for employment of staff	Director of People and Culture	Associate Director of HR
50. Leave: annual, compassionate, special leave and leave without pay.	Director of People and Culture	Associate Director of HR
51. Grievance and disciplinary procedures for staff	Director of People and Culture	Associate Director of HR
52. Any redundancy situation leading to contractual entitlement to a payment in excess of £95,000 (Section 9.53 & 9.55 of SFIs)	Remuneration Committee and Chief Executive as Accountable Officer	N/A
53. Chair of Consultant Discretionary Points Panel (non-voting)	Director of People and Culture	Associate Director of HR
54. Health and Safety arrangements	Director of People and Culture	Associate Director of HR
55. Whistleblowing	Chief Executive	Director of Planning and Performance
56. Emergency Climate Change and Sustainability	Executive Director of Finance	Clinical Lead for Climate Emergency and Sustainability (Associate Post Graduate Dean)
57. Responsible for security of the Board's property, avoiding loss, exercising economy	All members and employees of NES.	N/A

Delegated Issue and Scope of Delegation	Individual Responsible	Deputy
and efficiency in using resources and		
conforming Standing Orders, Financial		
Instructions and Procedures.		

NES DT/LH February 2025 Appendix 2



# STANDING FINANCIAL INSTRUCTIONS

Financial Year 2025/26

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### 1. INTRODUCTION

#### 1.1 Background

These Standing Financial Instructions are issued in accordance with the financial directions issued by the Scottish Government Health and Social Care Directorate (SGHSCD) under the provisions contained in the Regulation 4 of the NHS (Financial Provisions) (Scotland) Regulations, 1974 together with the subsequent guidance and requirements contained in NHS Circular No. 1974 (GEN) 88 and Annex, and NHS Circular MEL (1994) 80. Their purpose is to provide a sound basis for the control of NHS Education for Scotland's (NES) financial affairs and shall have the effect as if incorporated in the Standing Orders of NES.

1.2 The purpose of such a scheme of control is:

- to ensure that NES acts within the law and that financial transactions are in accordance with the appropriate authority.
- to ensure that proper accounting records, which are accurate and complete, are maintained.
- to ensure that financial statements, which give a true and fair view of the financial position of NES and its expenditure and income, are prepared timeously.
- to protect NES against the risk of fraud and irregularity.
- to ensure that all staff feel comfortable raising issues of concern, confident that those issues will be investigated fully and impartially.
- to safeguard NES assets.
- to ensure that proper standards of financial conduct are maintained.
- to enable the provision of appropriate management information.
- to ensure that NES seeks best value from its resources, by making proper arrangements to pursue continuous improvement, having regard to economy, efficiency, and effectiveness in NES's operations.
- to ensure that any delegation of responsibility is accompanied by clear lines of control and accountability, together with reporting arrangements; and
- to ensure transparency and accountability in all procurement and contracting activities.

#### COMPLIANCE

1.3 All Board Members, officials, staff, and agents of NES shall observe the Standing Financial Instructions. The Chief Executive, Directors and Members of the Executive Team shall be responsible for ensuring that

staff and others within the organisation are aware of, and adhere to, the Standing Financial Instructions.

- 1.4 Failure to comply with these Standing Financial Instructions may lead to disciplinary action being taken.
- 1.5 Where these Standing Financial Instructions place a duty upon a person, this may be delegated to another person, subject to the Scheme of Delegation contained within the Standing orders of NES.
- 1.6 All references in these instructions to a particular gender shall be read as equally applicable to any gender.
- 1.7 Nothing in these Standing Financial Instructions shall be held to override any legal requirement or Ministerial Direction placed upon NES, its members, or officers.

#### 2. RESPONSIBILITIES OF THE CHEF EXECUTIVE AS ACCOUNTABLE OFFICER

- 2.1 Under the terms of Section 14 and 15 of the Public Finance and Accountability (Scotland) Act 2000, the Principal Accountable Officer (PAO) for the Scottish Government has designated the Chief Executive of NES as its Accountable Officer.
- 2.2 Accountable Officers must comply with the terms of the Guidance to Accountable Officers and any updates issued to them from time to time by the Scottish Government Health and Social Care Directorate.
- 2.3 GENERAL RESPONSIBILITIES
- 2.3.1 The Accountable Officer is personally answerable to the Scottish Parliament for the propriety and regularity of the public finances for NES ensuring that the resources of the body are used economically, efficiently, and effectively.
- 2.3.2 The Accountable Officer has a personal duty of signing the Annual Accounts of NES for which they have responsibility. Consequently, they may also have the further duty of being a witness before Scottish Parliament committees including the Public Audit Committee (PAC) and be expected to deal with questions arising from the Accounts, or, more commonly, from reports made to Parliament by the Auditor General for Scotland on examinations into the economy, efficiency, and effectiveness with which the body has used its resources in discharging its functions. The Accountable Officer must also ensure that any

arrangements for delegation promote good management, and that they are supported by the necessary staff with an appropriate balance of skills. This requires careful selection and development of staff and the sufficient provision of special skills and services.

#### 2.4 SPECIFIC RESPONSIBILITIES

The Accountable Officer must:

- 2.4.1 Ensure that appropriate financial systems are in place and applied, and that procedures and controls are reviewed from time to time to ensure their continuing relevance and reliability, especially at times of major changes.
- 2.4.2 Sign the Accounts and the associated governance statement assigned to them, and in doing so accept personal responsibility for their proper presentation as prescribed in legislation and/or in the relevant Accounts Direction issued by Scottish Ministers.
- 2.4.3 Ensure that proper financial procedures are followed and that accounting records are maintained in the form prescribed for published accounts.
- 2.4.4 Ensure that the public funds for which they are responsible are properly managed and safeguarded, with independent and effective checks of cash balances in the hands of any official.
- 2.4.5 Ensure that the assets for which they are responsible, including land, buildings, fixtures, fittings, equipment, intangible, and other assets are properly managed and safeguarded and checked as appropriate.
- 2.4.6 Ensure that, in consideration of policy proposals relating to expenditure or income for which they have responsibilities as Accountable Officer, all relevant financial considerations, including any issues of propriety, regularity or best value, are taken into account, and where appropriate brought to the attention of the NES Board.
- 2.4.7 Ensure that any delegation of authority is accompanied by clear lines of control and accountability, together with reporting arrangements.
- 2.4.8 Ensure that procurement activity is conducted in accordance with the requirements in the Procurement section of the Scottish Public Finance Manual
- 2.4.9 Ensure that effective management systems appropriate for the

Page 5

achievement of the organisation's objectives, including financial monitoring and control; systems have been put in place.

- 2.4.10 Ensure that risks, whether to achievement of business objectives, regularity, propriety, or best value, are identified, that their significance is assessed and that systems appropriate to the risks are in place in all areas to manage them.
- 2.4.11 Ensure that arrangements have been made to secure Best Value as set out in the Scottish Public Finance Manual.
- 2.4.12 Ensure that managers at all levels have a clear view of their objectives and the means to assess and measure outputs, outcomes, and performance in relation to those objectives.
- 2.4.13 Ensure that managers at all levels are assigned well-defined responsibilities for making the best use of resources (both those consumed by their own commands, and any made available to third parties) including a critical scrutiny of outputs, outcomes, and best value.
- 2.4.14 Ensure that managers at all levels have the information (particularly about costs), training, and access to the expert advice which they need to exercise their responsibilities effectively.
- 2.5 REGULARITY AND PROPRIETY OF EXPENDITURE
- 2.5.1 The Accountable Officer has a particular responsibility for ensuring that NES achieves high standards of regularity and propriety in the consumption of resources. Regularity involves compliance with relevant legislation, relevant guidance issued by the Scottish Ministers in particular the Scottish Public Finance Manual and the framework document defining the key roles and responsibilities which underpin the relationship between NES and the Scottish Government. Propriety involves respecting the Parliament's intentions and conventions and adhering to values and behaviours appropriate to the public sector.
- 2.5.2 All actions must be able to stand the test of parliamentary scrutiny, public judgement on propriety and professional codes of conduct. Care must be taken to avoid actual, potential, or perceived conflicts of interest.

# 2.6 ADVICE TO THE NHS EDUCATION BOARD, AND OTHER DECISION-MAKING BODIES

- 2.6.1 The Accountable Officer has a duty to ensure that appropriate advice is tendered to the Board, the Executive team, and other decisionmaking bodies on all matters of financial propriety and regularity, and more broadly, as to all considerations of prudent and conomical administration, efficiency, and effectiveness.
- 2.6.2 If the Accountable Officer considers that, despite their advice to the contrary, the Board or other decision making body is contemplating a course of action which they consider would infringe the requirements of regularity or propriety, and that, as a result, they would be required to take action that is inconsistent with the proper performance of their duties as Accountable Officer, they should, inform the Scottish Government Health and Social Care Directorate's Accountable Officer, so that the Department, if it considers it appropriate, can intervene, and inform Scottish Ministers. If this is not possible, the Accountable Officer should set out in writing their objection to the proposal and the reasons for the objection. If their advice is overruled, and the Accountable Officer does not feel that they would be able to defend the proposal to the Scottish Parliament's Public Audit Committee (PAC), as representing best value, they should obtain written instructions from the Board and send a copy of their request for instruction and the instruction itself as soon as possible to the External auditor and the Auditor General for Scotland.
- 2.6.3 The Accountable Officer must also ensure that their responsibilities as Accountable Officer do not conflict with those as a Board member. They should vote against any action that they cannot endorse as Accountable Officer, and in the absence of a vote, ensure that their opposition as a Board member, as well as Accountable Officer is clearly recorded.

#### 2.7 ABSENCE OF ACCOUNTABLE OFFICER

- 2.7.1 The Accountable Officer should ensure that they are generally available for consultation and that in any temporary period of unavailability due to illness or other cause, or during the normal period of annual leave, a senior officer will act on their behalf.
- 2.7.2 In the event that, the Accountable Officer would be unable to discharge their responsibilities for a period of four weeks or more,

NES will notify the Principal Accountable Officer of the Scottish Government, in order that an Accountable Officer can be appointed pending their return.

2.7.3 Where an Accountable Officer is unable, by reason of incapacity or absence, to sign the Accounts in time for them to be submitted to the Auditor General, the Board may submit unsigned copies, pending the return of the Accountable Officer.

# 3. RESPONSIBILITIES OF THE BOARD

The Board functions in accordance with the NHS Scotland Blueprint for Good Governance (Second Edition) (issued through <u>DL (2022) 38</u>) in setting the direction, clarifying priorities and defining expectations; holding the executive to account and seeking assurance that the organisation is being effectively managed; managing risks to the quality, delivery and sustainability of services; engaging with stakeholders and influencing the Board's and the organisation's culture.

- 3.1 The Board has key functions for which it is held accountable by Scottish Government Health and Social Care Directorate on behalf of the Scottish Ministers:
  - to set strategic direction of the organisation within the overall policies and priorities of the Government and NHS Scotland, define its annual and longer-term objectives and agree plans to achieve them.
  - to oversee the delivery of planned results by monitoring performance against objectives and ensuring corrective action is taken when necessary.
  - to ensure that there is effective dialogue within the organisation and between the organisation and key stakeholders on its plans and performance and that these are responsive to the stakeholders needs.
  - to ensure effective financial stewardship through best value, financial control and financial planning and strategy.
  - to ensure that high standards of corporate governance and personal behaviour are maintained in the conduct of the business of the whole organisation; and
  - to appoint, appraise and remunerate senior executives.
  - 3.2 In fulfilling these functions, the Board should:
    - specify its requirements in organising and presenting financial and other information succinctly and efficiently to ensure the Board can fully

understand its responsibilities.

- be clear what decisions and information are appropriate to the Board and draw up standing orders, a schedule of decisions reserved to the Board, and standing financial instructions to reflect this.
- establish performance and quality targets that maintain the effective use of resources and provide best value.
- ensure that management arrangements are in place to enable responsibility to be clearly delegated to senior officers for the main programmes of action and for performances against programmes to be monitored and senior officers held to account.
- establish committees, including audit and risk and remuneration committees, on the basis of formally agreed terms of reference which set the membership of the committees, the limit to their powers, and the arrangements for reporting back to the Board; and
- act within the statutory, financial, and other constraints.

## 4. RESPONSIBILITIES OF SENIOR MANAGERS AND ALL OFFICERS

- 4.1 The Chief Executive shall have delegated authority from the NES Board to secure the efficient operation and management of the full range of NES activities in accordance with the current policies of NES and within the limits of the resources available.
- 4.2 Directors of NES have collective responsibility to exercise financial supervision, control, and monitoring by requiring the submission and approval of budgets within approved allocations, by defining and approving essential features of financial arrangements in respect of important procedures and financial systems, including the need to obtain best value, and by defining specific responsibilities placed on officers.
- 4.3 The NES Strategic Financial Principles must be adopted by all NES staff in the exercise of their duties. See Appendix 2a.
- 4.4 All staff individually and collectively are responsible for the security of NES's property, for avoiding loss, for economy and efficiency in the use of resources, for identifying and managing risk, and for complying with the requirement of Standing Orders, Standing Financial Instructions, and other financial procedures which the Executive Director of Finance may issue.

- 4.5 It shall be the duty of the Chief Executive to ensure that arrangements are made for existing staff and all new employees to be notified of their responsibilities within these instructions and receive appropriate awareness training.
- 4.6 The Chief Executive shall be responsible for the implementation of NES's financial policies and for ensuring whatever corrective action is necessary to further these policies after taking account of advice given by the Executive Director of Finance on all such matters.
- 4.7 Without prejudice to the functions of any other officers of NES, the duties of the Executive Director of Finance shall include the provision of financial information to NES and its officers; the design, implementation, and supervision of systems of financial control and the preparation and maintenance of such accounts, certificates, estimates, records, and reports as NES may require for the purpose of carrying out its statutory duties and responsibilities.
- 4.8 The Executive Director of Finance shall prepare, document, and maintain detailed financial procedures and systems incorporating the principles of separation of duties and internal control to supplement these instructions. The Executive Director of Finance shall require any officer, who carries out a financial function, to ensure that the form in which the records are kept and the manner in which the officer discharges their duties shall be to the satisfaction of the Executive Director of Finance.
- 4.9 All records should be stored securely and in accordance with the <u>NES</u> <u>Retention Policy</u>.
- 4.10 Where a fundamental organisational change occurs, the Executive Director of Finance should initiate a review of the relevant Standing Financial Instructions to ensure that if any amendments are required these are implemented timeously. This review would then be subject to the approval of the Board.
- 4.11 Wherever the titles Chief Executive, Executive Director of Finance or other nominated officer is used in these instructions, it shall be deemed to include such officers who have been duly authorised to represent them.

## 5. **RESOURCE LIMITS**

5.1 NES, as a Special Health Board, is required by statutory provision made under Section 85 of the National Health Service (Scotland) Act

1978, as amended by the Health Services Act 1980, to perform its functions within the total of funds allocated by the Scottish Government Health and Social Care Directorate. The financial targets which NES must operate within are the:

- Revenue Resource Limit (RRL)
- Capital Resource Limit (CRL)
- Cash Requirement
- 5.2 The Executive Director of Finance shall ensure that all income and expenditure is identified correctly and accounted for in the relevant financial year.
- 5.3 The Executive Director of Finance shall, on behalf of the Chief Executive, request an appropriate level of Capital resource from the Scottish Government Health and Social Care Directorate. This may be in the format of a funding transfer from Revenue to Capital.
- 5.4 The Executive Director of Finance shall ensure that amounts drawn for NES against the agreed cash limit are required for approved expenditure only.
- 5.5 The Executive Director of Finance will ensure that the cash balances held by NES are not excessive but are sufficient to meet immediate liabilities. The Executive Director of Finance shall therefore ensure that due receipts are collected promptly and shall pay invoices in accordance with targets set by the Scottish Government Health and Social Care Directorate.
- 5.6 Payments shall not be made in advance of need and payments of due debts shall not be delayed artificially to a following financial year in order to manage cash balances at year-end.
- 5.7 In submitting the final requisition for a fiscal year, the Executive Director of Finance shall ensure that sufficient resources are available to meet financial commitments at the end of the year. The balances of accounts holding public funds will be maintained at the lowest practicable levels.
- 5.8 The Executive Director of Finance will review the RRL/CRL and Cash positions regularly to ensure that NES remain on target to meet its financial objectives.
- 5.9 The Executive Director of Finance shall provide reports to the Scottish Government Health and Social Care Directorate in the form requested and in accordance with the guidance issued by the Scottish

Government Health and Social Care Directorate.

# 6. PLANNING AND BUDGETING

- 6.1 The Chief Executive shall carry out their duties within the total of funds allocated by Scottish Ministers and shall not exceed the budgetary limit set for NES. All plans and financial approvals and control systems shall be designed to meet this obligation.
- 6.2 The Chief Executive, with the assistance of the Director of Planning and Performance shall compile and submit to NES Board and the Scottish Government Health and Social Care Directorate (SGHSCD) such Delivery Plans as required in accordance with the guidance issued by the Scottish Government Health and Social Care Directorate. The lifespan of the plans will be in accordance with SGHSCD requirements which prevail.
- 6.3 Officers shall provide the Executive Director of Finance with all financial, statistical, and other relevant information as necessary for the compilation of such estimates and forecasts that the Executive Director of Finance may need to fulfil the requirements of NES and the Scottish Government Health and Social Care Directorate.
- 6.4 The funding for new / specific ring-fenced projects will be agreed in advance of the project's commencement with NES and SGHSCD and will be supported by a business case. The Executive Director of Finance should be notified of any such projects at the earliest opportunity and will be responsible for ensuring funding is secured via additional allocations.
- 6.5 Officers will be required to review and formally confirm the delegated budget for their directorate on an annual basis, and to notify the Executive Director of Finance of any subsequent changes to funding or spending requirements as soon as they become known.
- 6.6 The Executive Director of Finance shall, on behalf of the Chief Executive, prepare and submit budgets within the limits of available funds to NES Board for its approval.
- 6.7 The Executive Director of Finance shall provide frequent reports to the Chief Executive and senior managers, comparing actual expenditure and income with approved budgets. Identifying any areas of significant variance against the financial plan which requires action to be taken.
- 6.8 The Executive Director of Finance shall provide quarterly reports to the Chief Executive and NES Board, comparing actual expenditure and

income with approved budgets. The Executive Director of Finance shall report to NES Board any significant in year variance from the financial plan and shall advise the Board on action to be taken.

- 6.9 The Executive Director of Finance shall also compile and submit to the Board such financial estimates and forecasts as may be required from time to time. As a consequence, the Executive Director of Finance shall have a right of access to all budget holders on all financial related matters.
- 6.10 The Executive Director of Finance shall ensure that a system of budgetary control is maintained and that all officers whom NES may empower to engage staff or otherwise incur expenditure, collect, or generate income, shall comply with the requirements of those systems. The systems of budgetary control shall incorporate the reporting of, and investigation into, expenditure variances from budget.
- 6.11 The Chief Executive will delegate responsibility for budgets to nominated officers (budget holders) to permit the performance of defined activities. Budget holders must manage financial resources in line with NES' Strategic Financial Principles demonstrating control of expenditure; Best Value; and achievement of planned levels of service and regular reporting. All budget holders must ensure that the financial limits detailed within the scheme of delegation are adhered to. The Executive Director of Finance will be responsible for providing budgetary information and advice to the Chief Executive and budget holders to enable the Chief Executive and other officers to carry out their budgetary responsibilities.
- 6.12 In carrying out their duties:
  - the Chief Executive shall not exceed the budgetary or virement limits set by NES Board.
  - officers designated as budget holders shall not exceed the budgetary or virement limits set for them by the Chief Executive; and
  - the Chief Executive may vary the budgetary limit of an officer within the Chief Executive's own budgetary limit.
- 6.13 Except where otherwise approved by the Chief Executive, taking account of advice of the Executive Director of Finance, budgets shall be used only for the purpose for which they were provided and any budgeted funds not required for their designated purpose shall revert to the immediate control of the Chief Executive, unless covered by delegated powers of virement, see Section 22.
- 6.14 Expenditure, for which no provision has been made in an approved

budget and not covered by funding under the delegated powers of virement, shall only be incurred after authorisation by both the Executive Director of Finance and the Chief Executive to limits as specified in the Scheme of Delegation. Any programme of expenditure greater than  $\pounds 1m$ , will require board approval and any programme of expenditure over  $\pounds 500k$  will be reported to the Board.

6.15 The Executive Director of Finance shall keep the Chief Executive, and the Board informed of the financial consequences of changes in policy, pay awards, and other events and trends affecting budgets and shall advise on the financial and economic aspects of future plans and projects. For information relating to authorisation limits and budget virements, see Section 22.

# 7. ANNUAL ACCOUNTS AND REPORTS

- 7.1 NES is required under the terms of Section 86(3) of the National Health Services (Scotland) Act 1978 and the Public Finance and Accountability (Scotland) Act 2000 to prepare and transmit Annual Accounts to ScottishMinisters.
- 7.2 Scottish Ministers have issued an Accounts Direction in exercise of the powers conferred by Section 86(1) of the National Health Service (Scotland) Act 1978 which contains provisions covering the basis of preparation and the form of accounts. NES shall comply with all these provisions. Subject to the foregoing requirement, the Annual Accounts shall also contain any disclosure and accounting and requirements which Scottish Ministers may issue from time to time.
- 7.3 The Executive Director of Finance shall maintain proper accounting records which allow the timeous preparation of Annual Accounts, in accordance with the timetable set by the Scottish Government Health and Social Care Directorate, and which give a true and fair view of NES and its expenditure and income for the period in question.
- 7.4 Annual Accounts, Supplementary Notes and other financial returns required by the Scottish Government Health and Social Care Directorate shall be prepared by NES in accordance with the guidance and the timetables contained within the NHS Board Accounts Manual for the Annual Report and Accounts of NHS Boards as amended from time to time.
- 7.5 Under the terms of the Public Finance and Accountability (Scotland) Act 2000, the Auditor General for Scotland is responsible for the

appointment of the External Auditors of NES.

- 7.6 The Executive Director of Finance shall agree with the External Auditor a timetable for the production, audit, adoption by the Board and submission of accounts to the Auditor General for Scotland and the Scottish Government Health and Social Care Directorate. This timetable shall be consistent with the requirements of the Scottish Government Health and Social Care Directorate and reported to the ARC for information.
- 7.7 The Chief Executive shall be responsible for preparing a Governance Statement as parts of their duties as an Accountable Officer, and in so doing shall seek appropriate assurances, including that of the Chief Internal Auditor, with regard the adequacy of internal control throughout the organisation, including the performance of the non-executive committees.
- 7.8 The Annual Accounts of NES shall be reviewed by the Audit and Risk Committee, which has the responsibility of recommending adoption of the accounts by the NES Board. Under the terms of the Public Finance and Accountability (Scotland) Act 2000, Annual Accounts may not be placed in the public domain, prior to them being formally laid before Parliament.
- 7.9 Following the formal approval of the motion to adopt the accounts by NES Board, the Annual Accounts and relevant certificates shall be duly signed on behalf of the Board and submitted to the External Auditor for completion of the relevant audit certificates.
- 7.10 Signed sets of NES's Annual Accounts shall then be submitted by the External Auditor to the Scottish Government Health and Social Care Directorate, and to the Auditor General in the required format.
- 7.11 The Chief Executive shall arrange for the publication of an Annual Report for NES, in such form as may be determined by the Scottish Government Health and Social Care Directorate (SGHSCD). The Annual Report, together with an audited financial statement, shall be published no later than nine months after the relevant accounting date, subject to confirmation that they have been formally laid before Parliament.

## 8. BANKING ARRANGEMENTS AND OPERATION

8.1 All arrangements with NES's bankers will be made in accordance with directions and advice from the Scottish Government Health and Social Care Directorate (SGHSCD).

- 8.2 NES is obliged to comply with instructions from Scottish Ministers and His Majesty's Treasury in relation to the operation of bank accounts. All bank accounts will only be opened on the instruction of the Executive Director of Finance.
- 8.3 The Scottish Government commercial banking arrangements provide for public bodies to hold a commercial bank account with the Royal Bank of Scotland (RBS) part of the NatWest Group.
- 8.4 HM Treasury manage arrangements for the Government Banking Service (GBS) so that all NHS Scotland bodies are obliged to use accounts provided by National Westminster Bank (NatWest Group plc), From the 31<sup>st</sup> December 2018 the following bank accounts have been in operation: -

Bank	Account Description	Services Provided
Royal Bank of Scotland	Commercial Account under the terms of the Scottish Government contract for commercial Bank Accounts	BACS sponsorship and receipts fromBACS rejects and recalls; and Local Pay-Ins.
NatWest	Account provided under existing GBS contract	Payable Orders (cheques); BACS payments. Receipt of Income from Debtors; Portal; Pay by Link card receipts; and payments from/to Other Public Sector organisations.

Any new accounts or changes to existing arrangements for the accounts must be approved by the Executive Director of Finance.

- 8.5 Payable Orders are printed with the signature of the Assistant Paymaster General added at the time of processing.
- 8.6 All other payments are authorised electronically on the above accounts. For payments generated from the Finance System, only one authoriser is required to approve payments using secure on-line access. However, all payments, including manual payments which exceed £50,000 require on-line approval from two authorisers. The Executive

Director of Finance will specify all officers approved to authorise payments and BACS files.

- 8.7 The signatory(ies) will satisfy themselves that payments are correctly substantiated and are in respect of sums properly payable by NES.
- 8.8 All Payable Orders (cheques) (which shall be crossed with "Not Negotiable Account Payee Only") shall be treated as controlled stationery in the charge of a duly designated officer controlling their issue.
- 8.9 The Executive Director of Finance is responsible for ensuring the system of control of access to; and authorisation of payments from all bank accounts is robust and administered appropriately using the systems provided by the banks. This system of administration will cover creation and prompt deletion of users as necessary to ensure the security of access and efficient management of the accounts.
- 8.10 The Executive Director of Finance shall ensure that NES does not, without the approval of Scottish Government given as appropriate with the consent of Treasury, borrow or lend money nor give any guarantee, indemnity, nor letter of comfort.

## FOREIGN CURRENCY

- 8.11 Business should normally be conducted in sterling. However, some supplies need to be purchased using on-line foreign currency transactions through the Government Banking Services. The Executive Director of Finance will approve the currencies which are open to NES for use through GBS.
- 8.12 Foreign currency transactions in excess of £2m require to receive advance authorisation through the Government Banking Service. Such transactions will be referred to the Executive Director of Finance for arrangement.

## 9. FINANCIAL ARRANGEMENTS

9.1 The Executive Director of Finance shall ensure that detailed written procedures relating to financial systems are designed, including specific reference to duties of officers under these systems and that these systems, incorporating internal control principles, duly approved by the Executive Director of Finance, are maintained, reviewed annually, and updated as necessary.

9.2 Any authorisation for expenditure outside of the approved plans, policies, or regulations and for which no budget has been provided under the powers of virement, must have the written approval from both the Chief Executive and the Executive Director of Finance before payment as per the Scheme of Delegation.

SECURITY OF CASH, CHEQUES AND OTHER NEGOTIABLE INSTRUMENTS:

- 9.3 All means of officially acknowledging or recording amounts received or receivable shall be in the form approved by the Executive Director of Finance. These stationery items shall be subject to the same precautions as are applied to cash, in accordance with the requirements of the Executive Director of Finance.
- 9.4 All officers, whose duty it is to collect or hold cash, shall be provided with a safe or with a lockable cash box which will normally be deposited in a safe or other secure location. The officer concerned shall hold only one key with one duplicate being held by another officer authorised by the Executive Director of Finance and suitable receipts obtained. The loss of any key shall be reported immediately to the Deputy Director of Finance. The Executive Director of Finance shall arrange for all new keys to be despatched directly to them from the manufacturers and shall be responsible for maintaining register of authorised holders of safe keys.
- 9.5 The safe key holder shall not accept unofficial funds for depositing in their safe unless deposits are in sealed envelopes or locked containers. It shall be made clear to the depositor that the NES Board is not held liable for any loss and written indemnity must be obtained from the organisation or individual absolving NES from responsibility for any loss. During the absence of the holder of a safe or cash box key, the officer who acts in their place shall be subject to the same controls as the normal holder of the key. There shall be written discharge for the safe/cash box contents on the transfer of responsibilities and the discharge document must be retained for audit inspection.
- 9.6 All cash, cheques, postal orders, and other forms of payment shall normally be received by more than one officer and shall be entered in an approved form of register which should be signed by both. All cheques and postal orders shall be crossed immediately "Not Negotiable". The remittances shall be passed to the Operational Assistant from whom a signature shall be obtained.
- 9.7 The opening of mail and the counting and recording of any takings shall

be undertaken by two officers together.

- 9.8 Official monies shall not under any circumstances be used for the encashment of private cheques.
- 9.9 All cheques, postal orders, cash etc. shall be banked intact promptly in accordance with the approved procedures of the Executive Director of Finance. Disbursements shall not be made from cash received, except under arrangements approved by the Executive Director of Finance.
- 9.10 Any cash collected from fund raising events will be counted by two staff members in the Directorate where the funds have been collected. If passing to Finance for onward payment to the charity, the directorate team must complete a form with the breakdown of cash, signed by the two staff members before passing the form and cash to Finance. Finance will bank the income and issue a cheque to the Charity. Cash will be banked by finance, no later than the next available working day. Any cash held overnight will be kept in the safe.
- 9.11 All unused payable orders shall be kept in the safe.
- 9.12 Any loss or shortfall of cash, cheques, or other negotiable instruments, however occasioned, shall be reported immediately in accordance with the agreed procedure for reporting losses.
- 9.13 Petty cash reconciliations shall be prepared prior to requesting cash reimbursement for expenses.

#### SECURITY OF ASSETS

- 9.14 Each employee has a responsibility to exercise a duty of care over the property of NES and it shall be the responsibility of senior staff in all disciplines to apply appropriate routine security practices in relation to NHS property. Persistent breach of agreed security practices shall be reported to the Chief Executive.
- 9.15 Wherever practicable, items of equipment shall be marked as NES property. Items to be controlled shall be recorded and updated in an appropriate register including all capital assets.
- 9.16 Nominated officer(s) designated by the Chief Executive shall maintain an up-to-date asset register of those items which are capital by definition. (See Section 18 Fixed Assets).

- 9.17 A separate register of items of a specialist nature, which do not meet the formal definition of capital assets, for example Laptops, PCs, mobile phones, shall be maintained by nominated officers. The Executive Director of Finance shall approve the form of all registers and the methods of updating.
- 9.18 Any damage to premises, vehicles and equipment, or any loss of equipment or supplies shall be reported by staff in accordance with the agreed procedure for reporting losses (Also see Losses section).
- 9.19 Registers shall also be maintained by responsible officers and where practicable receipts retained for:
  - Equipment on loan, and
  - Leased equipment.

Equipment on loan to other public bodies will be approved by the Executive Director of Finance and the Director of NES Technology Service

- 9.20 The Chief Executive will ensure that NES does not dispose of any assets, unless Scottish Government otherwise agrees, except at current market values and in accordance with the practices applicable to assets purchased out of public funds as laid down in Government Accounting. The Chief Executive shall ensure that assets having a net book value or realisable value, whichever is the higher, in excess of £50,000, are not disposed of without prior Scottish Government approval.
- 9.21 The NES Corporate Information Security Policy provides assurance that the Integrity of Operational systems and Information assets will be maintained. Access to systems is managed through strict user management protocols and firewalls. As a Cloud first organisation, NES information (intangible) assets reside within the technology environments provided by the contracted cloud providers. There are two levels of policy and procedure applied to this model, the first provided at vendor level: and the second specific to the NES deployment of applications. Both are developed and managed to the UK government standards of technology and information security, audited by the NES Information Security Forum through internal audit and Scottish Government administered Annual Network and Information (NIS) audits
- 9.22 The responsibilities of individuals within NES to protect the information assets owned and used by NES from threats whether internal or external, deliberate or accidental are set out within the <u>NES Information</u> <u>Security Acceptable Use Policy</u>

### INCOME

- 9.23 The Executive Director of Finance shall be responsible for designing and ensuring maintenance of systems for the proper recording and collection of all monies due.
- 9.24 All officers shall inform the Executive Director of Finance of monies due to NES arising from transactions they initiate, including all contracts, leases, tenancy agreement and any other transactions in order that an official invoice is raised to the customers.
- 9.25 The Executive Director of Finance shall take appropriate recovery action on all outstanding debts including the establishment of procedures for the write-off of debts after all appropriate recoverable steps have been taken to secure payment (see Losses section 12).
- 9.26 In relation to Income Generation Schemes, the Executive Director of Finance shall ensure that there are systems in place to identify all costs and services attributed to each scheme before implementation and such schemes should only proceed on the basis of providing income in excess of the cost of the scheme. All fees and charges must be:
- approved in advance by the Executive Director of Finance, and
- reviewed annually by the Budget Holder to ensure they are still appropriate and agreed by the Executive Director of Finance.
- 9.27 When deciding whether fees should be charged for courses, consideration must be given to both the source of the funding, and those participating in the courses. Where new courses are run that are not covered by NES baseline, nor by additional non-recurring funding from Scottish Government, fees should be set at a level which as a minimum covers the net costs to NES for providing the course, including an appropriate share of overheads. Approval should be sought as per sections 6.12 and 9.2.

#### PAYMENT OF ACCOUNTS

- 9.28 The Executive Director of Finance shall ensure that up to date lists of authorised signatories are maintained and reviewed regularly, at least annually.
- 9.29 The Executive Director of Finance shall be responsible for the payment

of all accounts, invoices and contract claims in accordance with contractual terms and/or targets set by the Scottish Government Health and Social Care Directorate. Payment systems shall be designed to avoid payments of interest arising from non-compliance with the Late Payment of Commercial Debts (Interest) Act 1998.

- 9.30 All officers shall inform the Executive Director of Finance promptly of all agreements entered into related to leases or tenancy agreements in order to ensure –NES complies with lease accounting standards.
- 9.31 All expenditure should be consistent with approved spend from the budget process.
- 9.32 Suppliers shall be instructed to send all invoices to the Finance Department for processing, quoting a valid purchase Order number where appropriate.
- 9.33 All other requests for payment not covered by a Purchase order, should,wherever possible, have relevant invoices or contract payment vouchers attached and shall be authorised by an approved officer from a list of authorised signatories.
- 9.34 The Executive Director of Finance shall be responsible for designing and maintaining a system for the verification, recording and payment of all amounts payable. The system shall provide for certification that:
  - goods have been duly received, examined, are in accordance with specification and order, are satisfactory and that prices are correct.
  - work done or services rendered have been satisfactorily carried out in accordance with the order; that where applicable the materials used were of the requisite standard and that the charges are correct.
  - in the case of contracts based on the measurement of time, materials or expenses, the time charged is in accordance with the time sheets, that the rates of labour are in accordance with the appropriate rates, that the materials have been checked as regards quantity, quality, and price and that the charges for the use of the vehicles, plant and machinery have been examined.
  - where appropriate, the expenditure is in accordance with regulations and that all necessary Board or appropriate officer authorisations have been obtained.
  - the account/claim is arithmetically correct.
  - the account/claim is in order for payment.
  - VAT has been recovered as appropriate.
  - payments are processed timeously in order to secure discounts available; and

- a timetable and system for submission of accounts for payment is maintained to ensure prompt payment to suppliers.
- 9.35 Budget Holders shall ensure, before a requisition for goods and service is placed, that the purchase has been properly considered and forms part of the department's allocations, agreed business plans, or other known and specific funds available to the department.
- 9.36 Procurement rules must be followed at all times as outlined in section 11.
- 9.37 The Executive Director of Finance shall ensure that payment for goods and services is only made once the goods and services are received other than under the terms of a specific contractual agreement. (e.g., Venue Hire where a deposit may be required – see also section 9.42 below).
- 9.38 Where an officer certifying accounts or claims relies upon other officers to do preliminary checking, they shall, wherever possible, ensure that those who check delivery or execution of work act independently of those who have placed order and negotiated prices and terms. Budget Managers must therefore ensure that there is effective separation of duties between:
  - the person placing the order,
  - the person certifying receipt of goods and services, and
  - the person authorising the invoice.

No single person should undertake all three functions. The Executive Director of Finance must approve the list of officers authorised to certify invoices, non-invoice payments and payroll schedules, including where required by the Executive Director of Finance, financial limits to their authority. The Director of Finance will maintain details, together with their specimen signatures.

9.39 In the case of contracts for building or engineering works which require payment to be made on account during progress of the works, the Executive Director of Finance shall make payment on receipt of certificate from the appropriate technical consultant or officer. Without prejudice to the responsibility of any consultant or works officer appointed to a particular building or engineering contract, a contractors account shall be subject to such financial examination by the Executive Director of Finance and such general examination by a works officer as may be considered necessary before the person responsible for the contract issues the final certificate.

- 9.40 The Executive Director of Finance may authorise petty cash as required. Individual payments must be restricted to the amounts authorised by the Director of Finance and appropriate vouchers obtained and retained in accordance with the <u>NES Retention Policy</u>.
- 9.41 When commissioning contractors to carry out work on behalf of NES, the responsible officer must check the employee/employer status of the individual concerned to assess whether NES are compliant with the IR35 rules for each assignment. Claims of self-employed status on behalf of the individual need to be verified for every project undertaken. The His Majesty's Revenue & Customs (HMRC) Employment Status Indicator tool should be completed by the officer commissioning the individual (http://www.hmrc.gov.uk/calcs/esi.htm). The result should be kept by the officer to produce in the event of an audit from HMRC. If the result confirms that there is no employee/ employer relationship, then the contractor should be asked to provide an invoice for their fees. However, if the result indicates that there is a relationship then the contractor should be provided with a copy of the Employment Status Indicator result as a Status Determination Statement and asked to complete a fee form and will be paid through the NES payroll.
- 9.42 Advance payment for supplies, equipment, or services out-with normal business practices shall not be normally permitted. Advance payment in all exceptional circumstances shall be subject to the express approval of the Executive Director of Finance.
- 9.43 The budget holder is responsible for ensuring that all items due under a payment in advance contract, are received and they must inform the Executive Director of Finance immediately problems are encountered.
- 9.44 NHS Scotland operates a "Payment on Behalf" process which eliminates the need for the transfer of cash between NHSScotland Boards for the payment of services. The process removes the need for Boards to raise Purchase Orders and invoices to one another, and instead recognises the payments as a non-cash transfer. The system is managed by NHS National Services Scotland (NSS) on behalf of Scottish Government and the transfers are processed monthly. Where payments to other Boards are managed through this process, the Executive Director of Finance is responsible for ensuring that there is an authorisation process in place which assures that services have been received and payment authorised prior to the transfer being made. The Deputy Director of Finance has delegated authority to approve the transfer request to NSS on behalf of the Executive Director of Finance.
- 9.45 The issue of NHS Credit/Purchasing cards will be managed by the Executive Director of Finance who will delegate authority to the Deputy

Director of Finance to amend credit/purchasing card limits as appropriate. It is the responsibility of the Executive Directors to nominate a card holder or card user for their own area. Daily and single transaction limits will be set by the Deputy Director of Finance based on the expected use of the card. Increases to those limits must be submitted by the card holder and approved by the Deputy Director of Finance. All corporate purchase card transactions will be reviewed at least annually by Finance to ensure appropriate use.

#### PAYMENT OF STAFF

- 9.46 Staff may be engaged or re-graded only by authorised officers within the limit of the approved budget and establishment when agreed by the Chief Executive or other authorised officer unless following successful grading appeals. The Remuneration Committee shall approve any changes to the remuneration, allowances, and conditions of service of the Chief Executive and other Directors in accordance with the Code of Corporate Governance, subject to advice from the Director of Workforce.
- 9.47 Each employee shall be issued with a contract which shall comply with current employment legislation and be in a form approved by NES.
- 9.48 Electronic completion and signing of engagement forms and change forms containing information necessary for the payment of staff as they may require shall be co-ordinated and quality assured by appropriate HR Officers and approved forms processed on eESS for transmission to National Services Scotland (NSS) Payroll, as close to the new member of staff commencing with NES as possible.
- 9.49 A termination of employment ticket or any such other documents as may be required, for payment purposes, shall be completed, and where appropriate signed, and approved through the appropriate Line Manager, or other authorised NES - Deanery personnel for trainee employees and HR Officers and processed on eESS for transmission to NSS Payroll. Where an employee fails to report for duty, in circumstances which they have left without notice and this has been confirmed, NSS Payroll shall be informed immediately.
- 9.50 Completion and signing of notification of change forms and such other documents necessary for the payment of staff following changes in employment status or terms and conditions of service shall be co-ordinated between the appropriate HR Officers and approved forms processed on eESS as close to the effective date of change for processing by NSS Payroll.

- 9.51 All time-records, staff returns, and other pay records and notifications shall be in a form approved by the Executive Director of Finance and shall be certified and submitted in accordance with their instructions. Where this information is transmitted by electronic means, appropriate procedures covering such transmissions require to be agreed with him/her.
- 9.52 Subject to the limits laid down in the Scheme of Delegation, the Remuneration Committee shall review and approve submissions from the Director of Workforce, approved by the Chief Executive for any redundancy situation leading to contractual entitlement to a payment in excess of £95,000.
- 9.53 An annual report on voluntary severance agreements and any other voluntary resignations with a financial consideration that have been approved through the extant Scottish Government business case process and authorised by the NES CEO as Accountable Officer shall be presented to the Remuneration Committee in advance of the inclusion of the associated data in the Annual Accounts.
- 9.54 Subject to the limits laid down in the Scheme of Delegation, all early retirals, that meet the requirement for a two-year maximum pay-back period and result in additional costs being borne by the employer, will be submitted to the Remuneration Committee for consideration and recommendation to the NES Board.
- 9.55 Early retirements due to ill health are approved by SPPA and are usually out-with the remit of the Remuneration Committee, in any rare and exceptional case where additional costs may be borne by NES, this will be submitted to the Remuneration Committee for consideration and recommendation to the NES Board.
- 9.56 The Director of Workforce and the Executive Director of Finance shall be jointly responsible for ensuring that rates of pay and relevant conditions of service are in accordance with current agreements as advised by the Scottish Government Health and Social Care Directorate and agreed by the Board. The Chief Executive, or Board in appropriate circumstances, shall be responsible for the final determination of pay but subject to the statutory duty of the Executive Director of Finance who shall issue instructions regarding:
  - verification of documentation of data.
  - the timetable for receipt and preparation of payroll data and payment of staff.
  - maintenance of subsidiary records for Superannuation, Income Tax, National Insurance, and other authorised deductions of pay.

- security and confidentiality of payroll information in accordance with the principle of the General Data Protection Regulations Act, May 2018.
- checks to be applied to completed payroll before and after payment.
- methods of payment available to various categories of staff.
- procedures for payment to staff.
- procedures for unclaimed wages which should not be returned to salaries and wages staff.
- pay advances authorised and their recovery.
- maintenance of regular and independent reconciliation of adequate control accounts.
- separation of duties of preparing records and handling cash; and
- a system to ensure the recovery from leavers of any sums due by them to NES.
- 9.57 All employees shall be paid by bank credit transfer, unless otherwise agreed by the Executive Director of Finance.
- 9.58 After approval by the Remuneration Committee, the Chair will personally authorise for payment the Performance Related Pay Progression (PRPP) of the Chief Executive and the Chief Executive will personally authorise the progression payment for other contracted NES staff within the Executive and Senior Management Cohort.
- 9.59 The Executive Director of Finance shall ensure salaries and wages are paid on the currently agreed dates but may vary these when necessary due to special circumstances (e.g. Christmas or other Bank Holidays). Payment to an individual shall not normally be made in advance of the normal pay date.

## 10. TRAVEL, SUBSISTENCE AND OTHER ALLOWANCES

- 10.1 The Executive Director of Finance shall ensure that all expense claims by employees of NES are reimbursed in line with the relevant NHS regulations, and in line with the NES Travel and Subsistence Policy.
- 10.2 The Executive Director of Finance shall issue additional guidance on the submission of expense claims, specifying the documentation to be used, the timescales to be adhered to and the required level of authorisation.

#### CONTRACTING AND PROCUREMENT

- 10.3 All procurement must be undertaken in line with the requirements of the Public Contracts (Scotland) Regulations 2015, the Procurement Reform (Scotland) Act 2014, the Procurement (Scotland) Regulations 2016 and the principles set out in the Scottish Government's Scottish Procurement Policy Handbook 2008, and the Scottish Government's published Procurement Journey, including any subsequent revisions. In addition, as a result of the UK's exit from the European Union on 31 December 2020, The Public Procurement etc. (EU Exit) (Scotland) (Amendment) Regulations 2020 and The Public Procurement (Agreement on Government Procurement) (Amendment) Regulations 2021 also apply.
- 10.4 In all circumstances, officers of NES shall seek to obtain Best Value through the application of the NES Policy and Procedures. Adopting a MEAT (Most Economically Advantageous Tender) approach enables NES to take account of criteria that reflects qualitative, technical, and sustainable aspects of the tender submission as well as price when reaching an award decision.
- 10.5 NES shall comply as far as is practicable with the Scottish Capital Investment Manual (SCIM) and Scottish Procurement Policy Notes.
- 10.6 In accordance with CEL 05 (2012) where national, regional, or local contracts exist (including framework agreements) NES will use these contracts. Only in exceptional circumstances and with the authority of the Executive Director of Finance, can goods or services be ordered out-with such agreements.

THRESHOLDS FOR PURCHASING/ORDERING

10.7 The central Procurement team are responsible for all Procurement activities Best Value, the use of Public Contracts Scotland (PCS), including PCS Mini-competition and any World Trade Organisation's (WTO) and Government Procurement Agreement (GPA) directives must be applied when the estimated contract value exceeds the procurement thresholds set out in the table below.

In case of any doubt, advice must be sought from the Procurement Department.

Spend £k	≥116.4*	FaT*	FaT*	FaT*	FaT*	FaT*
	>50 <116.4*	PCS-T	PCS-T	PCS-T	PCS-T	PCS-T
	>25 ≤50	PCS	PCS	PCS	PCS	PCS
	>10 ≤25	PCS Quick Quote	PCS Quick Quote	PCS Quick Quote	PCS Quick Quote	PCS
	>0 ≤10	VFM	VFM	VFM	VFM	PCS Quick Quote
		Very Low         Low         Medium         High         Very High           Risk/Complexity         Ris				

\* UK Find a Tender (FaT) threshold £116,407 ex-VAT, implemented 30/10/23 and valid from 1/1/24 ((FaT) replaced OJEU Tender process on 1/1/21). The threshold is modified from time to time by the Scottish Government Scottish Procurement Policy Notices (SPPN).

PSC – Public Contracts Scotland PSC-T Public Contracts Scotland Tender

\*\* To support our SMEs (as defined by HMRC) and comply with Procurement Equality Duty and Fair Work principles, NES may directly award contracts up to the value of £25,000 in line with procurement regulations.

Order value refers not only to individual orders but also to the total estimated value of recurring orders for like goods/services.

# ACCEPTANCE AND AWARD BY CHIEF EXECUTIVE

- 10.8 The Chief Executive, acting with the Executive Director of Finance are authorised on behalf of the organisation to accept tenders and award contracts. This responsibility can be assigned to those who have delegated financial authority.
- 10.9 The limits for delegation for the acceptance of tenders shall be approved by NES Board and the Executive Team from time to time.
- 10.10 Formal tendering procedures may be waived with the recorded approval of the Executive Director of Finance where:
  - For values below the UK Find a Tender (FaT) limits, the timescale genuinely precludes competitive tendering. Failure to plan the work properly snot a justification for single tender; and
  - Specialist expertise is required, and evidence is provided to demonstrate that this is available from only one source; and
  - The task is essential to complete the project; and
  - Arises as a consequence of a recently completed assignment; and
  - Engagement of different consultants for the new task would be inappropriate; or
  - There is a clear benefit to be gained from maintaining continuity with an earlier project. However, in such cases the benefits of such continuity must outweigh any potential financial advantage to be gained by competitive tendering; or
  - Clause 21 of the Public Contracts (Scotland) Regulations 2015 allows any public sector body to restrict the tendering process for goods or services to supported factories and businesses only. The directive only applies as a matter of law to contract opportunities which have a financial value greater than the OJEU threshold values.
  - Where provided for in the Scottish Capital Investment Manual.
- 10.11 Competitive tendering can only be waived in specific, limited circumstance by the Executive Director of Finance, the Head of Procurement, or their deputies as per the maximum contract values in the Scheme of Delegation. The waiver request and the reasons supporting the request, should be provided by the relevant Director and the record retained by Procurement.

SINGLE TENDER (REGULATED)

10.12 Where only one tender is received, NES must ensure, as far as practicable, that the price to be paid is fair and reasonable. If this situation arises the reasons for accepting the single tender should be formally documented and submitted to the Head of Procurement.

# OFFICIAL ORDERS

- 10.13 No goods, services or works other than works and services executed in accordance with a contract, or a NES Purchasing Card shall be ordered except on an official order, whether hardcopy or electronic, and contractors shall be notified that they should not accept orders unless on an official order form or processed via an approved secure electronic medium. Oral (Verbal) orders shall be issued only by an officer designated by the Chief Executive and only in accordance with the Business Continuity Plan. These shall be confirmed by an official order issued no later than the next working day, except for in exceptional circumstances, and clearly marked "Confirmation Order". National contracts must be used unless express permission, within the Scheme of Delegation, has been obtained from the Head of Commissioning and Procurement, the Deputy Director of Finance, or the Executive Director of Finance.
- 10.14 Official orders shall be issued by the NES Purchase to Pay (P2P) Order system and shall incorporate an obligation on the contractor to comply with NES terms and conditions as regards delivery, carriage, documentation, variations etc.
- 10.15 Orders will be processed and transmitted by electronic methods in place of signed numbered paper-based orders providing always that appropriate procedures for such orders are agreed by the Executive Director of Finance.
- 10.16 Official order forms, supported by appropriate requisition requests, shall only be approved officers authorised by the Chief Executive. Lists of authorised officers shall be maintained and a copy of such list supplied to the Executive Director of Finance.
- 10.17 No order, contract, lease shall be issued for any items for which there is no budget provision or for which no funding has been provided under the delegated powers of virement unless authorised by the Executive Director of Finance on behalf of the Chief Executive. Members and officials must ensure that all contracts, leases, tenancy agreements and other commitments they enter into on behalf of NES for which a financial liability may result but without secured funding or budget provision are notified to the Executive Director of Finance in advance of commitment being made.

MANAGEMENT CONSULTANTS

10.18 In accordance with the <u>SG Consultancy Procedures</u> issued in 2017,when consultants are necessary, they need to be used sparingly, appropriately and

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effectively. Within NES, Management Consultants should only be used when documentary evidence of a benefit to NES has been prepared and the following demonstrated:

- the work cannot be carried out internally.
- Management is determined to take action to bring about change and demonstrate commitment to act upon the outputs.
- The Management consultants can bring relevant knowledge and have proven experience which will add value; and
- The number of consultants must not exceed in-house capacity to manage them effectively.
- 10.19 Directorates must submit the documentary evidence to support the request for a management consultant to the Chief Executive and the Executive Director of Finance for approval before progressing with selection and appointment.
- 10.20 In choosing a Management Consultant, steps should be taken to ensure that they are capable of carrying out the assignment; that Best Value is obtained; and that due probity is demonstrated in awarding the contract. Appointment of Management Consultants must normally be by Competitive Tender.
- 10.21 Where successive assignments beyond the scope and terms of an appointment made by competitive tender arise, these should also be subject to tender arrangements. Where it is expected that there may be follow on assignments, it may be more appropriate for the tendering exercise to appoint Management Consultants under a call off arrangement.

## CONTRACTS

- 10.22 NES may only enter into contracts within its statutory powers and shall comply with:
  - Standing Orders.
  - NES Standing Financial Instructions.
  - UK and World Trade Organization Government Procurement Agreement (WTO GPA) Directives and other statutory provisions.
  - any relevant directions including the Scottish Capital Investment Manual, Scottish Public Finance Manual, and guidance on the use of Management Consultants; and
  - such NHS Standard Contract conditions as are applicable.

- 10.23 Where specific contract conditions are considered necessary by the lead officer, these will be drafted by the Head of Procurement and Commissioning and where appropriate, advice shall be sought fromsuitably qualified persons and/or the Central Legal Office part of NationalServices Scotland (NSS).
- 10.24 In all contracts made by NES, the Procurement team shall endeavour to obtain Best Value. All tenders are awarded on the basis of MEAT (Most Economically Advantageous Tender) which incorporates both qualitative and financial measures into the tender process. All supporting evidence is documented and held in accordance with the <u>NES Retention Policy</u>.
- 10.25 Any contractual aspects will be managed by the Procurement team in addition to a nominated Point of Contact who shall oversee and manage deliverables.
- 10.26 All contracts entered into shall contain standard clauses empowering NES to:
  - Cancel the contract and recover all losses in full where a company or their representative has offered, given, or agreed to give, any inducement to members or officials; and
  - Recover all losses in full or enforce specific performance where goods or services are not delivered in line with contract terms.
- 10.27 The Executive Director of Finance shall ensure that arrangements for financial control and financial audit of building and engineering contracts and property transactions comply with the guidance contained within Scottish Construction Code (SCOTCONCODE) and the Scottish Capital Investment Manual (SCIM). The Technical audit of these contracts shall be the responsibility of the relevant Director.

#### IN HOUSE SERVICES

10.28 The Chief Executive, as Accountable Officer, shall be responsible for ensuring that Best Value can be demonstrated for all services provided under contract or in-house. The Board or appropriate committee may also determine from time to time that in-house services should be market tested by competitive tendering.

#### **REGISTER OF INTEREST**

10.29 Acceptance of Financial Assistance, Gifts and Hospitality and Declaration of Interest.

- the principles relating to the acceptance by Health Service staff of financial assistance, gifts and hospitality from commercial sources and declaration of interest are stated in the <u>NES Standards of Business</u> <u>Conduct Policy</u> which references NHS Circular MEL 1994(48) Annex 7 and NHS Circular MEL 1994(80). This policy has been widely circulated and should be read as part of the Standing Financial Instructions.
- the policy covering acceptance of financial assistance, gifts and hospitality and declaration of interest is updated by the Workforce Directorate on behalf of the Chief Executive.
- a register covering acceptance of financial assistance, gifts and hospitality is maintained by the Finance Directorate and the register of and declaration of interest is maintained by Board Services on behalf of the Chief Executive for board members and a separate register of interests for staff (excluding Executive Board Members) is maintained by Finance.
- no order shall be issued for any item or items for which an offer of gifts (other than low-cost items e.g. calendars, diaries, pens and like value items), or hospitality has been received from the person interested in supplying goods or services. Any employee of NES receiving such an offer shall notify their line manager as soon as is practicable; and
- visits at supplier's expense to inspect equipment, goods or services must not be undertaken without the prior approval of the Chief Executive.

# 11. LOSSES AND SPECIAL PAYMENTS

- 11.1 Any officer discovering or suspecting a loss of any kind shall forthwith inform their line manager, who shall immediately inform the Fraud Liaison Officer. Where a criminal offence is suspected, the Counter Fraud policy in operation at NES must be applied, in accordance with the partnership agreement between NES and Counter Fraud Services.
- 11.2 The Executive Director of Finance shall maintain a losses and compensation register in which details of all losses shall be recorded, as they are known. Write off action shall be recorded against each entry in the register. Losses are noted even if they are recovered or expected to be recovered.
- 11.3 Losses are classified according to details issued by the Scottish Government Health and Social Care Directorate.
- 11.4 An annual report on losses and special payments is presented to the Audit and Risk Committee, and details of individual losses exceeding £250k are published in the Annual Report and Accounts.
- 11.5 In accordance with the Scheme of Delegation, the Chief Executive, acting together with the Executive Director of Finance, may approve the writing off

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of losses within the limits delegated to the Board / Executive team by the Scottish Government Health and Social Care Directorate, as per NHS Circular CEL 10 (2010) (Appendix C): -

Item No	Category of Loss	Delegated Authority (per case) £
	Theft / Arson / Wilful Damage	
1	Cash	10,000
2	Stores / procurement	20,000
3	Equipment	10,000
4	Contracts	10,000
5	Payroll	10,000
6	Buildings & Fixtures	20,000
7	Other	10,000
	Fraud, Embezzlement & other irregularities (including atte	empted fraud)
8	Cash	10,000
9	Stores / procurement	20,000
10	Equipment	10,000
11	Contracts	10,000
12	Payroll	10,000
13	Other	10,000
14	Nugatory & Fruitless Payments	10,000
	Claims Abandoned	
15(a)	Private Accommodation	10,000
15(b)	Road Traffic Acts	20,000
15(c)	Other	10,000
	Stores Losses	
	Incidents of the Service –	
16	- Fire	20,000
	- Flood	20,000
	- Accident	20,000
17	Deterioration in Store	20,000
18	Stocktaking Discrepancies	20,000
19	Other Causes	20,000

Item No	Category of Loss	Delegated Authority (per case) £			
	Losses of Furniture & Equipment and Bedding & Linen in circulation				
20	Incidents of the Service -				
	- Fire	10,000			
	- Flood	10,000			
	- Accident	10,000			
21	Disclosed at physical check	10,000			
22	Other Causes	10,000			
	Compensation Payments - legal obligation				
23	Clinical	250,000			
24	Non-clinical	100,000			
	Ex-gratia payments				
25	Extra-contractual Payments	10,000			
26	Compensation Payments - Ex-gratia - Clinical	250,000			
27	Compensation Payments - Ex-gratia - Non Clinical	100,000			
28	Compensation Payments - Ex-gratia - Financial Loss	25,000			
29	Other Payments	2,500			
	Damage to Buildings and Fixtures				
	Incidents of the Service				
	- Fire	20,000			
30	- Flood	20,000			
	- Accident	20,000			
	- Other Causes	20,000			
31	Extra-Statutory & Extra-regulationary Payments	Nil			
32	Gifts in cash or in kind	10,000			
33	Other Losses	10,000			

11.6 The exercise of powers of delegation in respect of losses and special payments will be subject to the submission of annual reports to NES Audit & Risk Committee identifying which powers have been exercised and the amount involved.

- 11.7 The Audit and Risk Committee will formally consider and approve all Losses annually when recommending the adoption of the Statutory Annual Accounts.
- 11.8 No special payments exceeding the delegated limits laid down, and subsequent amendments thereto shall be made without prior approval of the Scottish Government Health & Social Care Directorate.
- 11.9 The Executive Director of Finance shall be authorised to take any necessary steps to safeguard NES's interests in bankruptcies and company liquidations.
- 11.10 All articles surplus to requirements or unserviceable shall be condemned orotherwise disposed of by an officer authorised for that purpose by the Executive Director of Finance.
- 11.11 The officer shall satisfy their self as to whether or not there is evidence of negligence in use and shall report any such evidence to the Executive Director of Finance and the Chief Executive who shall take the appropriate action.

#### **12. RISK MANAGEMENT**

The Chief Executive shall ensure that NES has a Risk Management Strategy that is approved and monitored by the Audit and Risk Committee.

The Risk Management Strategy shall include:

- a Statement on the NES approach to Risk Management,
- a summary of the NES Strategy for Risk Management,
- details of the Structures in place to implement the strategy,
- details of the processes in place supporting the risk management structures,
- definition of the Risk Appetite i.e. the level of risk the board is willing to accept, and
- definition of responsibilities with regard to risk management.

The Audit and Risk Committee shall have oversight of the Risk Management Strategy and of the implementation and monitoring of risk management structures and processes.

The Executive Director of Finance shall ensure that appropriate insurance and indemnity arrangements are in place in support of the risk management strategy.

# **13. STANDING COMMITTEES**

The Board has established standing committees to which it delegates responsibilities. The Terms of Reference of all Committees will be reviewed annually and are published on the <u>NES external website</u>. The NES Board jointly governs with NHS Golden Jubilee, the work of the NHS Scotland Academy. This is undertaken via NHSS Academy Executive Programme Group and governed through NES Education and Quality Committee and NHS Golden Jubilee Strategic Portfolio Governance Committee.

# 14. SPECIFIC ROLES & RESPONSIBILITIES

ROLE OF THE EXECUTIVE DIRECTOR OF FINANCE

- 14.1 The Executive Director of Finance is responsible for:
- ensuring there are arrangements to review, evaluate and report on the effectiveness of internal control including the establishment of an effective internal audit function.
- ensuring that the effectiveness of Internal Audit is reviewed by the Audit and Risk Committee and meets the NHS mandatory audit standards; and
- liaising with Counter Fraud Services as appropriate to determine at what stage to involve the police in cases of fraud, misappropriation, and other irregularities.
- 14.2 The Executive Director of Finance, designated auditors, and representatives from Counter Fraud Services (CFS), are all entitled without necessarily giving prior notice to require and receive:
  - access to all records, documents and correspondence relating to any financial or other relevant transactions, including documents of a confidential nature.
  - access at all reasonable times to any land, premises, or employee of the organisation.
  - the production of any cash, stores, or other property of the organisation under an employee's control; and
  - explanations concerning any matter under investigation.

# ROLE OF INTERNAL AUDIT

- 14.3 The role, objectives and scope of Internal Audit are set out in the NHS Internal Audit Standards and the Public Sector Internal Audit Standards recognising the importance of an independent and objective internal audit service working to the <u>NHS Internal Audit Standards</u> (2011). The work of Internal Audit is carried out primarily for the benefit of the Accountable Officer and Board/Executive of the organisation. The Head of Internal Audit, in accordance with the <u>Public Sector Internal Audit Standards</u> (2013), has a responsibility to provide an annual opinion on the overall adequacy and effectiveness of the organisation's governance, risk management and control processes. There is consequently a major synergy between the purpose of the Head of Internal Audit and the role of the Audit and Risk Committee.
- 14.4 The Internal Auditor shall have specific responsibility to review, appraise and report upon:
  - (a) controls to ensure achievement of NES's objectives.
  - (b) the extent of compliance with established policies, procedures, plans, regulations, and laws etc.
  - (c) the extent to which NES's assets and interests are accounted for and safeguarded from loss of any kind arising from: fraud and other offences, theft, accident, waste, extravagance, inefficient administration, poor value for money or other causes.
  - (d) the suitability, reliability, and integrity of management information systems; and
  - (e) the adequacy of follow-up action to their reports.
- 14.5 The Internal Auditors shall be accountable to the Audit and Risk Committee of NES. The reporting and follow up systems for internal audit shall be agreed between the Accountable Officer, the Executive Director of Finance, the Audit and Risk Committee and the Chief Internal Auditor. The agreement shall be in writing and shall comply with the guidance on reporting contained in the NHS Internal Audit manual. The reporting system shall be reviewed at least every 3 years.
- 14.6 Whenever any matter arises which involves, or is thought to involve, irregularities concerning cash, stores or other property of NES or any suspected irregularity in the exercise of any function of a pecuniary nature; the Executive Director of Finance shall be notified immediately. (See also Section 13 Losses and Special Payments).
- 14.7 NES will nominate a senior officer as Fraud Liaison Officer (FLO) to liaise with NHS Counter Fraud Services (CFS) on all fraud related matters. This is in compliance with the approach agreed in the partnership agreement with CFS. The FLO will report and receive all allegations of fraud to and from

CFS on NES's behalf and will distribute all fraud reports and communications, on behalf of CFS, to appropriate recipients within NES.

- 14.8 The Internal Auditors shall issue reports to the Executive Director of Finance, who shall refer audit reports to the appropriate officers designated by the Chief Executive. Failure to take any necessary remedial action within a reasonable period shall be reported to the Chief Executive.
- 14.9 Where, in exceptional circumstances, the use of normal reporting channels could be seen as a possible limitation of the objectivity of the audit, or where sufficient action is not taken on matters of consequence, the Internal Auditor shall have direct access to the Audit and Risk Committee. In exceptional circumstances, where they deem necessary, the Internal Auditor shall have the right to report direct to the Chief Executive, NES Chair or the Chair of the Audit and Risk Committee.
- 14.10 At each meeting of the Audit and Risk Committee the opportunity should be givenfor the Chair of the Committee to meet with Non-Executive Members privately. At least twice a year the Chair of the Audit and Risk Committee and the Non-Executive Members should be provided with the opportunity to meet with the Chief Internal Auditor and External Auditors privately.

#### EXTERNAL AUDIT

- 14.11 The External Auditor is concerned with providing an independent assurance on financial stewardship including best value, probity, material accuracy, compliance with guidelines and accepted accounting practice for NES accounts. Responsibility for securing the audit of NES rests with Audit Scotland. The appointed External Auditor's statutory duties are contained in the Public Finance and Accountability (Scotland)Act 2000.
- 14.12 The appointed auditor has a general duty to satisfy themself that:
  - the organisation's accounts have been properly prepared inaccordance with directions given under the Public Finance and Accountability (Scotland) Act 2000.
  - proper accounting practices have been observed in the preparation of the accounts; and
  - the organisation has made proper arrangements for securing economy, efficiency, and effectiveness in the use of its resources.

## 15. INFORMATION TECHNOLOGY

- 15.1 The Director of NES Technology Service shall be responsible for the overall maintenance and security of networked systems within NES. The Executive Director of Finance shall be primarily responsible for the accuracy of data and the maintenance of appropriate security levels within the financial systems of NES.
- 15.2 The Director of NES Technology Service shall devise and implement any necessary policies and procedures to protect NES and individuals from inappropriate access, use or misuse of any financial or other information held in NES systems or devices for which they have responsibility and shall take account of the provisions of the Data Protection Act 2018, the UK General Data Protection Regulations (GDPR) and the UK Network and Information Systems (NIS) Regulations.
- 15.3 The Executive Director of Finance shall satisfy themself that such digital and information system audit checks and reviews as they may consider necessary are being carried out.
- 15.4 The Executive Director of Finance shall ensure that new financial systems and amendments to current financial systems are developed in a controlled manner and thoroughly tested prior to implementation. Where this is undertaken by another NHS Board or any other agency, assurances of adequacy will be obtained from them prior to implementation.
- 15.5 The Executive Director of Finance shall ensure that contracts for digital services for financial applications with another NHS Board or any other agency shall clearly define the responsibility of all parties for the security, privacy, accuracy, completeness, and timeliness of data during processing and storage. The contract should also ensure rights of access for audit purposes.
- 15.6 Where another NHS Board or any other agency provides a digital service for financial applications, the Executive Director of Finance shall periodically seek assurances that adequate controls are in operation.
- 15.7 Where digital systems have an impact on corporate financial systems the Executive Director of Finance shall ensure that:
- (a) systems acquisition, development and maintenance are in line with corporate policies such as Scottish Government Digital Health and Care Strategy 2021.

- (b) data produced for use with financial systems is adequate, accurate, complete, and timely, and that a management (audit) trail exists; and
- (c) Executive Director of Finance staff have access to such data.

### 16. FIXED ASSETS

- 16.1 The Chief Executive and Executive Director of Finance shall ensure that there is an adequate appraisal and approval process in place for determining capital expenditure priorities and the effect of each proposal upon the financial plans for the organisation.
- 16.2 Capital assets can be tangible i.e. they have a physical substance, and Intangible have no physical substance e.g. software purchases and internally generated digital developments
- 16.3 Items falling into the following categories are tangible assets:
- property, plant, and equipment assets which are capable of being used for a period which could exceed one year and have a cost equal to or greater than £5,000 (inclusive of VAT).
- where a new development would result in an exceptional charge to the Operating Cost Statement in the first year of use, Boards have the option to capitalise such expenditure as a single 'equipping' asset with a useful economic life of up to 10 years. Where it is intended to exercise this option, Boards should consult with the SGHSCD.
- assets of lesser value may be capitalised where they form part of a group of similar assets purchased at approximately the same time, each individual part costs £250 or more and costs over £20,000 in total.
- 16.4 Intangible assets can be bought or developed internally and must meet recognition criteria as set out in the NHS Capital Accounting Manual. They are generally analysed over the following headings:
- Information Technology software developed in-house or by third parties.
- software licences the right to use software developed by third parties.
- websites that deliver services.
- development expenditure.
- licences, trademarks, and artistic originals original films, sound recordings, etc on which performances are recorded or embodied.
- patents inventions that are afforded patent protection; and
- goodwill

- 16.5 The Executive Director of Finance shall ensure that every capital expenditure proposal meets the following criteria:
- potential benefits have been evaluated and compared with known costs,
- the cost consequences of the developments have been evaluated and included in future budgets, and
- complies with the guidance in the NHSScotland (NHSS) Scottish Capital Investment Manual and subsequent disclosure complies with International Financial Reporting Standards (IFRS).
- 16.6 The Executive Director of Finance shall ensure that processes are in place to capture the impact on the NES Capital Resource Limit (CRL) from entering into property and equipment leases from the 1<sup>st</sup> April 2022.
- 16.7 In the case of large capital schemes, a system shall be established for progressing the scheme and authorising necessary payments up to completion. Provision should be made for regular reporting of actual expenditure against authorisation of capital expenditure.
- 16.8 Where capital assets are sold, scrapped, or impaired, their value must be reduced or moved from the accounting records and each disposal must be validated by reference to authorisation documents and **indes** (where appropriate). Where land and property are disposed of, the requirements set out in the NHSS Scottish Government Property Transactions handbook and the Scottish Public Finance Manual (SPFM), together with any subsequent amendments, **sa**be followed.
- 16.9 There is a requirement to achieve the best price reasonably achievable when disposing of assets belonging to NES. Competitive Tendering should normally be undertaken in line with requirements of the Board's tendering procedure.
- 16.10 Competitive Tendering or Quotation procedures shall not apply to the disposal of:
- any matter in respect of which a fair price can be obtained only by negotiation or sale by auction as determined by the Chief Executive.
- obsolete or condemned articles and stores, which may be disposed of in accordance with the supplies policy and recorded within the losses of the organisation.
- items to be disposed of with an estimated sale value of less than £5,000, this figure to be reviewed annually.

- items arising from works of construction, demolition, or site clearance, which should be dealt with in accordance with the relevant contract; and
- land or buildings concerning which Scottish Government guidance has been issued but subject to compliance with such guidance.
- 16.11 When evaluating options for the treatment of surplus assets, consideration of the disposal of assets to community bodies will be included, where appropriate. This consideration should be consistent with the principles of Best Value, where wider public benefits may be achieved.
- 16.12 The overall control of fixed assets shall be the responsibility of the Chief Executive advised by the Executive Director of Finance.
- The Executive Director of Finance shall be notified of the disposal and proceeds from disposal of any fixed assets.
- 16.13 NES shall maintain an asset register recording NES's fixed assets. The minimum data set to be held within these registers shall be as specified in the Capital Asset Accounting Manual as issued by the Scottish Government Health and Social Care Directorate. The organisation shall also maintain a register of assets held under operating leases.
- 16.14 A fixed asset control procedure shall be approved by the Executive Director of Finance. This procedure shall make provision for:
- recording managerial responsibility for each asset.
- identification of additions including internally developed assets.
- identification of assets for impairment or disposal.
- identification of all repairs and maintenance expenses.
- security of assets.
- periodic verification of the existence, condition, remaining life, and title to assets recorded; and
- identification and reporting of all costs associated with the retention of an asset.
- 16.15 The items on the register shall be checked at least annually by the designated officer and all discrepancies shall be notified in writing to the Executive Director of Finance, who may also undertake such other independent checks as they consider necessary. On the closure of premises, a check shall be carried out and a designated officer shall certify a list of items held showing eventual disposal.
- 16.16 The Executive Director of Finance shall approve procedures for

reconciling balances on fixed assets accounts in ledgers against balances on fixed asset registers.

- 16.17 All discrepancies revealed by verification of assets to fixed asset register shall be notified to the Executive Director of Finance.
- 16.18 The value of each asset shall be indexed to current values in accordance with methods specified in the Capital Accounting Manual.
- 16.19 The value of each asset shall be depreciated or amortised appropriately, using methods and rates asspecified in the Capital Accounting Manual.
- 16.20 The Executive Director of Finance shall approve a procedure for the calculation and payment of capital charges as specified in the Capital Accounting Manual.

## 17. PERSONAL USE OF OFFICIAL ACCOMMODATION, EQUIPMENT OR VEHICLES

- 17.1 No employee of NES may make use of, or make available for use, official accommodation, equipment, supplies, services, or vehicles, for private purposes, without the prior permission of the Chief Executive, unless relating to the use of IT equipment which is covered by Section 19.2 below; and the use of Leased cars which are governed by the leased car agreement.
- 17.2 Employees should not make inappropriate or unauthorised use of IT systems, the NES Information Security Acceptable use Policy governing the use of IT systems should be referred to for further guidance.

#### **18. FINANCIAL IRREGULARITIES**

This section should be read in conjunction with the <u>NES Counter Fraud</u> policy and the NES <u>Standards of Business Conduct Policy</u>.

18.1

In November 2023, the Scottish Government with NHS Scotland Counter Fraud Services published NHS Scotland Counter Fraud Strategy 20232026.pdf The strategy sets out the key priorities for the period to reduce fraud affecting the NHS in Scotland.

- 18.2 NES works in partnership with NHS Scotland Counter Fraud Services (CFS) to combat financial crime within the NHS in Scotland. Health Boards nominate a senior officer as Fraud Liaison Officer (FLO) to liaise with CFS on all fraud related matters. The FLO will report and receive all allegations of fraud to and from CFS on the Health Board's behalf. The designated FLO within NES is the Deputy Director of Finance.
- 18.3 The Scottish Government's Strategy also requires Health Boards to appoint a senior executive or non-executive director as Counter Fraud Champion (CFC). Their role is to influence cultural change within organisations to achieve a position where fraud is considered unacceptable. The designated CFC within NES is the Executive Director of Finance. SG circular <u>CEL 11 (2013)</u> provides details of the roles and responsibilities of CFCs and FLOs.
- 18.4 Accountable Officers are responsible for having adequate arrangements in place to counter fraud within their Health Board. In line with central guidance, these arrangements should encompass robust systems of prevention, detection, and investigation controls, to reduce the risk of fraud and contribute to the promotion of a counter-fraud culture.
- 18.5 Within NES all staff are expected to undertake the NHS Scotland counter Fraud eLearning Module available within Turas. Line Managers are also required to complete the Counter Fraud for Line Managers Training. This training is subject to compliance monitoring.
- 18.6 All fraud against NHS Scotland must be reported to CFS, regardless of who the suspect or victim is, whether or not the matter has been prosecuted criminally, through civil action or by discipline, or whether the fraud was actual or attempted. However, the FLO, in consultation with CFS, may occasionally decide that a fraud is best dealt with by internal management action. In general, this will be on the grounds of low value.
- 18.7 There are numerous types of fraud, and some examples are given below, but this list is not exhaustive.

Deception	bribery	forgery
Extortion	corruption	theft
Conspiracy	embezzlement	misappropriation
false representation	concealment of material facts & collusion	

For practical purposes fraud may be defined as the use of deception with the intention of obtaining an advantage, avoiding an obligation, or causing loss to another party.

- 18.8 Any officers suspecting theft and/or fraud should immediately inform their line manager who shall in turn inform the Fraud Liaison Officer, who will immediately comply with the requirements of the partnership agreement with NHS Counter Fraud Services.
- 18.9 The Fraud Liaison Officer will also prepare a report for the first appropriate meeting of the Audit and Risk Committee setting out the full circumstances of the incident and any implications for management, including changes to internal control systems which may require to be made.
- 18.10 Careful consideration should be given to payment claims which arise fromorganisations or individuals who are under investigation or against who proceedings are being taken for suspected fraud, etc. Legal advice should be sought where necessary.
- 18.11 The Chief Executive should report the matter to the Scottish Government Health and Social Care Directorate in cases where the nature, scale or the persons involved in the suspected offence could give rise to national or local controversy or publicity, or where the offence may be widespread.

## **19. WHISTLEBLOWING**

- 19.1 NES adopts the National whistleblowing standards and encourages all staff In NES to raise any concerns where there is a risk of harm or wrongdoing (including where financial loss or misuse could ensue). Information on how to raise any concerns is available on the <u>NES</u> <u>Intranet</u>.
- 19.2 Any issues raised will be investigated fully and impartially. Nobody will be unfairly treated for raising a concern, for having a whistleblowing allegation made about them or for cooperating with any investigation.

## 20. AUTHORISATION LIMITS

20.1 One of the objectives of the Standing Financial Instructions is to ensure adequate controls exist for the committing and payment of funds on behalf of the Board.

#### SERVICE LEVEL AGREEMENTS (SLAs)

20.2 Provided the service or activity has been approved in the Operational Planning process or virement approval has been obtained, and once verified by the designated Finance Manager, one of the signatories on a Service Level Agreement must be in accordance with Delegated Authority Limits as per Section 24 of the Scheme of Delegation. The relevant Director should also sign the SLA.

#### CONTRACTS

- 20.3 Contracts and other agreements with non-NHS Bodies must have two signatories, one of which will be a Directorate officer and the other an authorised buyer, with specific delegated authority in accordance with Sections 22 and 23 of the Scheme of Delegation. The total contract value must also be verified by the designated Finance Manager to ensure this is in line with Operational Plans and budgets. Contractual and other commitments with non-NHS Bodies, over
- £1,000,000 in total, should be reported to the Board.

#### PURCHASES (PURCHASE ORDERS AND NOTES)

- 20.4 Purchase requisitions and invoices must be authorised by budget holders, or staff with delegated authority from budget holders, and verified by the designated Finance Managers are noted in Section 18 of the Scheme of Delegation:
- 20.5 Special arrangements exist for payments to other Boards in relation to payments made through the Payment on Behalf Process as outlined in Section 9.40. These include payments in respect of Training Grades and the Additional Costs of Teaching (ACT). These payments are covered by approved SLAs and individual monthly payments are processed subject to confirmation from nominated senior officers within the relevant Directorate who have delegated authority from their director. All submissions are reviewed and authorised by the Deputy Director of Finance before being processed.

## VIREMENTS

- 20.6 It is the responsibility of the Chief Executive and the Executive Director of Finance to ensure all financial commitments entered into on behalf of the Board are in line with approved budgets and management plans.
- 20.7 A Virement is the transfer of budget from one income or expenditure line to another. To maintain financial control within NES we require authorisation of virements which are above agreed delegated levels and are not considered to be technical adjustments required to adhere to recognised accounting processes. The authority to vire between budgets and the virement limits is covered in Section 16 of the Scheme of delegation.
- 20.8 During the operational planning process, the Executive Team members consider, and the Board approves the allocation of budgets on the basis of the information provided to them at that time. A key part of the governance process in NES is a robust system of budget monitoring and review to ensure that:
  - budgets are used for the purposes for which they are allocated,
  - any planned change in the purpose for which funds are used, supports the strategic direction of NES, and
  - there is no duplication in the use of funds across the organisation.

It is these criteria which must be taken into account when any budget virement is being considered.

- 20.9 The following technical budget adjustments are not subject to the Scheme of Delegation for Virements but will be approved by the Head of Finance Business Partnering or their nominated deputy:
  - actual receipt of allocations which were anticipated and included as part of the operational planning process and therefore use has been approved. This transaction merely confirms receipt of pre-agreed funds. and will be noted at the next Executive team meeting.
  - the anticipated receipt of a confirmed allocation from Scottish Government which has been accepted by NES outwith the Operational planning process
  - training grade adjustments where the number of trainees is set by Scottish Government and the total funding allocation agreed. Budget

adjustments which reallocate funds within the pre-agreed total and on the approval of the appropriate governance group (National Reshaping Workforce Group) are not subject to virement rules.

- Technical Adjustments including budget allocations made by finance to release pre-agreed provisions (example a provision created for a potential pay award) or movement of budget between budget lines where the purpose for which the budget was allocated has not changed; and
- enactment of structural change within the organisation. Where
  organisational change has been approved by the Change Management
  Board and/or the Executive team which necessitates the reallocation of
  budget this will not also be subject to the Virement rules(example –
  consolidating budgets which are currently split across cost centres into one
  single budget).
- 20.10 Once the Board has approved the budget, plans and performance target for the year and taken account of all reserves and anticipated contingencies, the Directors and Budget Holders will be responsible for managing their affairs within the budget allocated to them and in line with NES' Strategic Financial Principles. This will include dealing with planned or unplanned expenditure on an individual basis and virement within the rules stated above. The virement rules stated above may be suspended with the agreement of the Chief Executive and Executive Team.
- 20.11 Any savings generated during the year must be quantified and disclosed to the Executive Director of Finance as soon as possible to support achievement of efficiency target savings or for ET agreement as per scheme of delegation for virement
- 20.12 The Chief Executive in consultation with the Executive Director of Finance should set authorisation limits for any other expenditure.

## **21. ENDOWMENT FUNDS**

- 21.1 The Review of Governance of NHS Endowment Funds, November 2019, was developed to ensure that all Scottish Endowment funds are managed appropriately using a standard regulations and procedures and this review reported in October 2021.
- 21.2 Should the Board ever receive an endowment (NHS-linked charity), an endowment fund should be set up following regulations set out in 21.1 above. These were put in place to safeguard the use of NHS-linked charitable funds within the Scottish NHS.

## 22. GENERAL NURSING COUNCIL (GNC) FUND: REGISTERED CHARITY: SC015662

- 22.1 The GNC is a charitable trust and is registered with OSCR (SC015662) and constituted by deed which includes provision for the appointment and resignation of Trustees who manage the fund in the deliverance of its charitable purpose.
- 22.2 The GNC Fund was set up with the net proceeds from the sale of the former General Nursing Council for Scotland premises in Darnaway Street, Edinburgh by the National Board for Nursing, Midwifery and Health Visiting for Scotland, a predecessor body of NHS Education for Scotland, in 1983.
- 22.3 The management of The Fund is the responsibility of the Trustees. The Trustees rely on the GNC Fund project team and disbursement panel to distribute information concerning The Fund to potential beneficiaries and to make recommendations to the Trustees concerning awards. The day-to-day financial management of the charity is delegated to the Executive Director of Finance at NHS Education for Scotland.
- 22.4 The Trustees of the GNC may include NES Executive and Non-Executive Directors and Board Members whose appointment will be endorsed by the NES Board Chair. All Trustees act independently of the NES Board.
- 22.5 The Trustees shall ensure appropriate arrangements are in place to maintain such accounts and records as may be necessary to record and protect all transactions and funds of the GNC Fund, including an Investments Register consistent with the current statutory requirements (Law Reform (Miscellaneous Provision) (Scotland) Act 1990).
- 22.6 The Trustees shall ensure that annual accounts are prepared within 9 months of the year end and in accordance with the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended), and that proper arrangements are made for these to be either independently examined or audited by a separately appointed External Auditor and submitted to the Office of the Scottish Charity Regulator (OSCR).
- 22.7 All share and stock certificates and property deeds shall be deposited either with the trustee body's Bankers or Investment Advisers, or in a safe, or a compartment within a safe, to which only a designated responsible officer will have access.

## 23. JOINT WORKING ARRANGEMENTS

- 23.1 NES has entered a joint arrangement with the NHS Golden Jubilee for the provision of the NHS Scotland Academy (NHSSA). The NHSSA is held accountable through the existing parent Board scrutiny and reporting arrangements.
- 23.2 Financial allocations for the NHSSA work are made to and managed by the respective parent Boards. Expenses and liabilities, and the accounting treatment of these, are recorded and reporting within each parent Boards own records. [IAS 31]
- 23.3 Participation or investment in any legal entity (e.g. joint venture) is subject to prevailing legislation and SGHSC guidance and is subject to approval by the Minister. Before proceeding, legal and procedural advice is required, and any activity in this area must be advised to and approved by the Executive Director of Finance.
- 23.4 Joint working with pharmaceutical companies is permitted within certain parameters set out in the Scottish Government's guidance A Common Understanding 2012 Working Together for Patients. The guide on joint-working between NHS Scotland and the pharmaceutical industry, should be applied to any such joint-working arrangement and will assist in developing local joint-working, governance, monitoring, and project arrangements. Such arrangements should also be reviewed in line with sponsorship and Intellectual property policies
- 23.5 Joint working is also permitted with voluntary organisations, in the form of funding arrangements, subject to certain conditions. NES can only directly fund a third sector organisation; whose role was in line with NES's statutory purpose, strategic direction and roles and responsibilities.

## 24. SPONSORSHIP

- 24.1 All sponsorship arrangements, entered into by NES, must comply with the NES Sponsorship policy and MEL(2000)13: "Fund Raising, Income Generation and sponsorship within the NHSS" at all times and be in accordance with the NES Sponsorship Policy, as amended for arrangements within the NHS Scotland Academy (NHSSA).
- 24.2 Where sponsorship arrangements are entered into, they should be

appropriate and discreet and not call into question NHSS funding of core business.

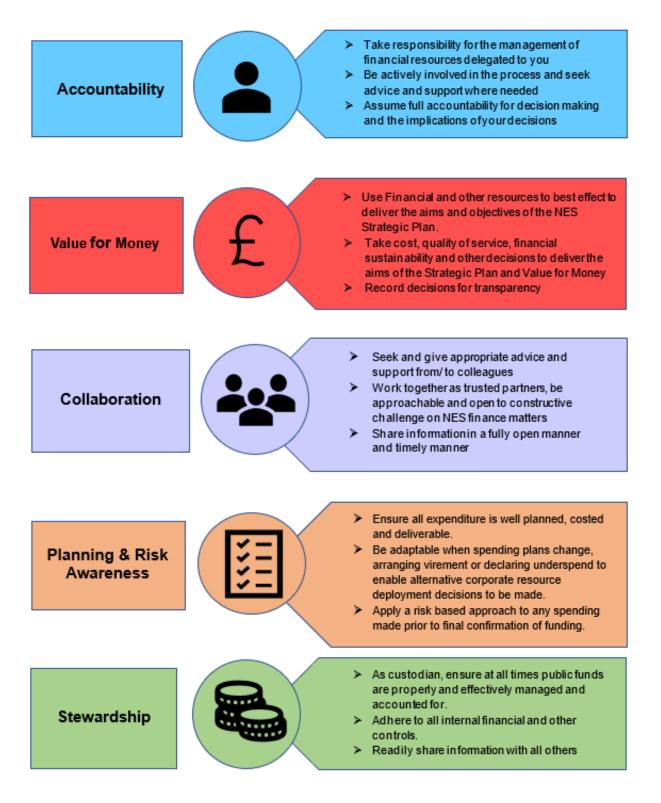
24.3 If sponsorship arrangements are agreed, the requirements set out in the income sections 9.23 to 9.26 of the is document, should be followed.

## 25. INTELLECTUAL PROPERTY

- 25.1 The registration, other forms of protection, management, and exploitation of Intellectual Property Rights (e.g. a brand, patent, domain name, etc.) is subject to compliance with HDL(2004)09 A framework and Guidance on the Management of IP in NHSS, MEL (1998) 23 Policy Framework for the Management of IP within NHSS and current <u>NES Intellectual Property Policy</u> the IP Policy and Scheme of Delegation.
- 25.2 Where we wish to exploit our right or potential right commercially, it is NES policy to take appropriate advice from legal and IP experts in concluding any agreements or licences necessary to deal with the commercial exploitation of IP owned or being developed by NES. All proposals to commercially exploit our IPR must be fully costed, taking into account NES policies on income generation, and must have the approval of the Executive Director of Finance and the relevant Director.
- 25.3 Any request by a third party for permission to exploit NES IPR commercially must be given reasonable consideration in compliance with the Re-use of Public Sector Information regulations, and any refusal must be recorded together with the rationale for refusal. NES will, whenever appropriate, ensure that IP resulting from projects funded in whole or in part by NHS funds is exploited to the benefit of NES and ultimately NHSScotland.
- 25.4 As per the NES Standard Terms of Purchase, where development forms part of a contract for supply of goods or services, right of ownership of any invention, design or IP arising from such development shall be transferred to NES as soon as any such right arises.
- 25.5 If the sale of any intellectual property rights is being considered, the requirements set out in the income sections 9.23 to 9.26 of the is document, should be followed.

#### Appendix 2a

## Strategic Financial Principles





**NHS Education for Scotland** 

## Audit and Risk Committee

Terms of Reference

## 1. Constitution and Context

1.1 The NHS Education for Scotland (NES) Board has established a Committee to be known as the Audit and Risk Committee; hereafter referred to as the Committee, which will operate within the terms of the Board's Standing Orders; Standing Financial Instructions and the Board Code of Conduct.

1.2 The Committee will fulfil its duties in line with the Scottish Public Finance Manual and the Scottish Government Audit and Assurance Committee Handbook (3 April 2018).

## 2. Role

2.1 The Committee independently supports the Accountable Officer and the Board by reviewing the comprehensiveness and reliability of assurances provided in relation to: the governance, the risk management, the control environment and the integrity of the Annual Report and Accounts, Finance, Procurement and Properties and Facilities.

#### 3. Membership

3.1 The Members and Chair of the Committee are appointed by the Board who ensure members are sufficiently independent. The Chair of the Board is not a member but is invited to attend. The Board ensure that the Committee has a balance of skills including recent financial experience.

3.2 Full membership of the Committee shall include a minimum of four non-executive directors of the Board including the Committee Chair.

3.3 The Board may co-opt independent external members for up to one year if additional skills are needed to meet the assurance requirements.

3.4 The Committee may procure specialist ad-hoc advice at the expense of the organisation, subject to budgets agreed by the Accountable Officer.

## 4. Quorum

4.1 – 4.7 Quorum: Generic ToRs

## 5. Attendees

## 5.1 – 5.2 Attendees: Generic ToRs

5.3 The external auditor, internal auditor, Chief Executive and Executive Director of Finance shall normally attend all meetings.

## 6. Private Member Meetings

## 6.1 Private Member Meetings: Generic ToRs

6.2 The Committee may also meet in private with the internal auditors and external auditors at any time but should ensure that it does so at least annually.

6.3 There are mutual rights of access between the Committee Chair and the Accountable Officer, Chief Internal Auditor, and the External Auditors.

6.4 The Chief Internal Auditor will report functionally to the Committee Chair.

6.5 In the interests of developing relationships, the Committee Chair may elect to have private individual meetings with the Accountable Officer, Director of Finance, Chief Internal Auditor, and the senior representative of the External Auditor.

## 7. Frequency of Meetings

7.1 The Committee will meet four times a year.

## 8. Authority

## 8.1 Authority: Generic ToRs

8.2 The Committee has delegated authority from the Board on the following matters, so that it may carry out its responsibilities and duties:

- Oversight of the process to appoint the Chief Internal Auditor and making a recommendation to the Board. The appointment of the Chief Internal Auditor is a matter reserved to the Board.
- Approving the fee of the external auditor within the scale defined by the Auditor General.

## 9. Responsibilities and Duties

The Committee will generally discharge its responsibilities and duties through:

## 9.1 Assurance

(an evaluated opinion, based on evidence from review, on the organisation's governance, risk management and internal control framework).

- 9.1.1 Clear articulation of the level and type of assurance required across all areas within the remit of the Committee through review of the Assurance Framework and the recommendation of an optimum mix of assurance.
- 9.1.2 Reviewing and challenging the assurances that have been provided, as to whether their scope meets the needs of the Accountable Officer and the Board.
- 9.1.3 Ensuring effective mechanisms are in place to provide assurances that are reliable and adequately evidenced.
- 9.1.4 Drawing attention to potential weaknesses in systems of risk management, governance and internal control.
- 9.1.5 Commissioning further assurance work for areas that have not had sufficient review.
- 9.1.6 Reviewing annual reports from the other Committees of the Board to ensure they have obtained appropriate assurance to enable them to discharge their duties and responsibilities and give assurance to the Accountable Officer and Board.
- 9.1.7 The Committee will also periodically review its own effectiveness and report the results of that review to the Board and Accountable Officer.

In practice the Committee will carry out the following activities:

## 9.2 Internal Control, Risk Management and Corporate Governance

- 9.2.1 Assess the scope and effectiveness of the risk management processes.
- 9.2.2 Review the system of internal control and evaluate the control environment and decision-making processes. This will include annual review of the Board's Standing Orders, Standing Financial Instructions, Scheme of Delegation and Risk Management Strategy.
- 9.2.3 On an annual basis, review the Board's attitude to and appetite for risk across the agreed risk areas of *Strategy/Policy; Financial; Operational/Service Delivery; Accountability/Governance and Reputational/Credibility*, to ensure these are appropriately defined and consider if these are aligned to the strategic and delivery plans.
- 9.2.4 Receive and review reports from management on the effectiveness of internal controls seek assurance that policies, procedures, and processes are appropriately designed and effectively implemented.
- 9.2.5 Seek assurance on the risk and control environment where services are outsourced to external providers, including shared service arrangements.
- 9.2.6 Review and recommend for approval by the Board, the corporate governance disclosures on audit and risk management in the annual accounts (Governance Statement).
- 9.2.7 Review internal arrangements by which staff may raise concerns about possible improprieties such as anti-fraud policies and arrangements for special investigations.
- 9.2.8 Review counter fraud activity and outcomes.

## 9.3 External Audit (including review of the Annual Accounts)

9.3.1 Review the External Audit strategy and plan.

- 9.3.2 Review the previous External Audit letter to those Charged with Governance and review management responsiveness to any recommendations.
- 9.3.3 Consider planned external audit activity and review the level of coordination and engagement between internal and external audit to ensure there is no unnecessary duplication of audit work.
- 9.3.4 Review the proposed accounting policies before management present them to the Board for its approval.
- 9.3.5 Review the draft Annual Accounts including areas of substantial estimates and judgements and the Governance Statement.
- 9.3.6 Review the clarity and completeness of disclosures in the draft Annual Accounts.
- 9.3.7 Consider any items raised in the external Audit letter to those charged with Governance in reaching a view on whether the committee should recommend that the Board approve the draft Annual Accounts.
- 9.3.8 Review management's letter of representation to the external auditors.
- 9.3.9 Provide the Board and Accountable Officer with an Annual Report, timed to support finalisation of the accounts and the Governance Statement, summarising its conclusions from the work it has done during the year.
- 9.3.10 Approve the annual fee of the external auditor.
- 9.3.11 Review the performance of External Audit on an annual basis.
- 9.3.12 On appointment of a new External Auditor by the Auditor General for Scotland, ensure completion of all required assurance checklists.

## 9.4 Internal Audit

- 9.4.1 Approve the appointment and termination of Internal Audit and advise on the purchase of non-audit services from the suppliers of audit services.
- 9.4.2 Review and approve the Internal Audit strategy and annual Internal Audit in order to assess their access their accuracy in reflecting the risk exposure of the organisation.
- 9.4.3 Monitor and check that Internal Audit Strategy, annual Internal Audit and adequate resources are being made available to Internal Audit enable the Head of Internal Audit to provide an annual audit opinion.
- 9.4.4 Review the arrangements which the Internal Auditors have in place to implement the requirements of the Public Sector Internal Audit Standards (such as the internal audit charter).
- 9.4.5 Review the results of Internal Audit work, including reports on the effectiveness of systems for governance, risk management and internal control.
- 9.4.6 Review management responses to issues raised.
- 9.4.7 Review the annual Internal Audit opinion and annual report.
- 9.4.8 Review the performance of Internal Audit, including conformance with the applicable standards, expected performance measures, and the results of both Internal and external quality assessments.

## 9.5 Financial Management

9.5.1 Review the draft financial strategy which sets out the financial assumptions and approaches to strategic financial planning which will underpin the draft budget.

- 9.5.2 Review draft financial Plans (Budgets), considering if they support delivery of the Annual Delivery Plan and the NES Strategic objectives, and make recommendations on these to the Board.
- 9.5.3 Provide detailed scrutiny of the estimates of income and expenditure associated with significant new developments requiring formal Business Case approval.
- 9.5.4 Consider the year-end financial report and in particular the financial performance analysed therein and make recommendations to the Board.
- 9.5.5 Consider and make recommendations to the Board on matters relating to the financial management of NES, including efficiency programmes and resource allocation, and the financial arrangements governing relationships with other organisations.
- 9.5.6 Monitor compliance of finance activities with statutory duties, NHSScotland policy and NES priorities in relation to equality and diversity.
- 9.5.7 Consider the financial implications of matters relating to accommodation, maintenance of premises and provision of services. This will include reviewing the content of the Property and Asset Management Strategy (PAMS).

## 9.6 Procurement

- 9.6.1 Review quarterly reports on Procurement activity including compliance with the Procurement Reform (Scotland) Act 2014, the Scottish Government Procurement Journey and the utilisation of National Contracts.
- 9.6.2 Approve the 3-year Procurement Strategy and associated action plan.
- 9.6.3 Review the NES Procurement Annual Report and approve for publication.
- 9.6.4 Review the Procurement Annual Equality Duty Report and approve for publication.

## 9.7 Climate Emergency and Sustainability

- 9.7.1 Review sustainability performance, plans and returns.
- 9.7.2 Review the progress against the NHS Scotland Global Climate Emergency and Sustainable Development Policy as per <u>DL (2021) 38</u>
- 9.7.3 Consider the climate emergency and sustainability implications of matters relating to accommodation, maintenance of premises and provision of services.

#### 9.8 Schedule of Business

9.8.1 The Committee will develop a Schedule of Business to discharge its responsibilities and duties, which will determine the information that it requires at meetings and consequently the agenda for those meetings.

## **10. Reporting Arrangements**

10.1 - 10.5 Reporting Arrangements: Generic ToRs

## 11. Review

## 11.1 Review: Generic ToRs

11.2 The Committee will undertake an annual assessment of their performance, highlighting any steps for further improvement to the way they conduct business.

#### **12. Conduct of Business**

12.1 As per the **Board Standing Orders** 

Della Thomas Board Secretary January 2025



NHS Education for Scotland Remuneration Committee

- **Terms of Reference**
- 1. Constitution/context
- 1.1 The NHS Education for Scotland (NES) Board has established a Committee to be known as the Remuneration Committee; hereafter referred to as the Committee, which will operate within the terms of the Board's Standing Orders; Standing Financial Instructions and the Board Code of Conduct.
- 1.2 The Committee will fulfil its duties in line with relevant statutory and regulatory requirements.
- 1.3 The Committee will be a Sub-Committee of the Staff Governance Committee.

## 2. Role

- 2.1 To provide assurance to the Board, through the Staff Governance Committee, that appropriate arrangements are in place to ensure that the Board meets the statutory requirements laid out in the Staff Governance Standard in respect of the remuneration of individual Executive Directors and Directors (and any other staff employed under Executive Managers' or Consultants' pay arrangements).
- 2.2 The Committee will also review submissions from the Chief Executive for any settlement agreements.

## 3. Membership

- 3.1 Membership of the Remuneration Committee will include, as a minimum, three non-executive Directors of the NHS Board, one of whom should, in normal circumstances, be the Employee Director.
- 3.2 Membership will include:

The Non-Executive Chair will in normal circumstances be the Board Vice Chair.

i. Non-Executive Board Vice-Chair (and Chair of Education and Quality Committee)

- ii. Non-Executive Chair of the Staff Governance Committee
- iii. Non-Executive Board Chair
- iv. Non-Executive Chair of the Audit and Risk Committee
- v. Non-Executive Chair of Planning and Performance Committee
- vi. Non-Executive Employee Director

## 4. Quorum

## 4.1 – 4.7 **Quorum (generic ToRs)** insert link

## 5. Attendees and Access to Papers

## 5.1 – 5.2 Attendees (generic ToRs) insert link

- 5.3 Due to the confidential nature of the Remuneration Committee business, and the identifiable confidential personal data included in Committee papers, in line with General Data Protection Regulations and the <u>Data Protection Act 2018</u>, meeting papers will only be accessible to Committee members and the agreed regular attendees and executive performance related papers will be shared only with Remuneration Committee members. The exception to this will be in relation to any requests received from the National Performance Management Committee requiring supporting evidence in relation to executive performance.
- 5.4 The Chief Executive and Director of People and Culture will be in attendance throughout to provide advice and support (apart from during their review). A senior member of the Workforce Directorate will deputise for the Director of People and Culture in their absence, as appropriate, to ensure specialist HR advice is always available to the Remuneration Committee.
- 5.5 The Chief Executive and Director of People and Culture will leave the meeting when their own remuneration and terms and conditions are to be discussed, and at other times, at the discretion of the Chair.

## 6 Private Member Meetings

6.1 Private Member Meetings (generic ToRs) insert link

## 7 Frequency of Meetings

7.3 The Committee will be scheduled to meet three times per annum, and with the Chair's discretion, conduct business by correspondence on occasion where this provides a more timely or effective mechanism.

7.4 Remuneration issues may arise between meetings and will be brought to the attention of the Remuneration Committee Chair by the Chief Executive or the Director of People and Culture. The Chair may call a special meeting of the Remuneration Committee to address the issue.

## 8 Authority

#### 8.3 Authority (generic ToRs) insert link

8.4 No director or senior manager shall be involved in any decisions as to their own remuneration outcome.

## 9 Responsibilities and Duties

- 9.1 In relation to Executive Directors and Directors, to:
  - 9.1.1 review and approve the place on the grade scale for new post holders.

9.1.2 seek assurance that remuneration, benefits and employment related terms and conditions are in line with and fair, (whether on an individual or collective basis), in relation to the national system and the arrangements for determining those matters and to seek redress if this is determined to not be the case.

9.1.3 confirm that individual annual SMART performance objectives are in place aligned to the organisations corporate vision, objectives, purpose and values.

9.1.4 review and approve individual annual SMART performance objectives, including overseeing the annual review of performance against these objectives and at the mid-year point seek assurance that performance against objectives is on track and agree any revisions to the objectives during the course of the year.

9.1.5 consider and approve proposals on the assessment of performance at the year-end (taking into account any factors which the Committee consider to be relevant and which may not have been known by the relevant parties at the time when objectives, including their weighting were agreed or at the mid-year point) and any changes to the remuneration or the Terms and Conditions of Employment arising from this assessment of performance during the review period. The Remuneration Committee will sign off the final versions, following discussion, which will then be sent to the National Performance Management Committee (NPMC). Following the initial assessment by the NPMC, the Remuneration Committee will sign off any documents which have been returned for amendment.

9.1.6 delegate responsibility to a sub-group of the Committee to act as a final appeals body for the Chief Executive and Executive Directors who have raised a

grievance regarding their remuneration, benefits, performance grading or terms and conditions of employment.

9.1.7 seek assurance on application of the performance review and development process.

- 9.2 In relation to any other staff employed under Executive Managers' or Consultants' pay arrangements to: maintain an overview of remuneration arrangements for staff falling within these categories, including providing approval of remuneration.
- 9.3 Comply with any Scottish Government Health Directorates directions and take into consideration any relevant guidance on remuneration, benefits or terms and conditions of employment, including the guidance contained in the <u>Remuneration Committee Self-Assessment Pack</u> published by the Scottish Government and Audit Scotland in 2007.
- 9.4 Review NES policy as appropriate regarding the remuneration, benefits, terms and conditions in the light of any guidance issued by Scottish Government or NHS Scotland.
- 9.5 Provide assurance to the Board, through the Staff Governance Committee, that systems and procedures are in place to manage the issues set out in Scottish Government guidance so that overarching staff governance responsibilities can be discharged. The Staff Governance Committee will not be given the detail of confidential employment issues that are considered by the Remuneration Committee.
- 9.6 Review submissions from the Chief Executive for the terms of any Settlement Agreement. Such agreements may also require the approval of the Scottish Government, in accordance with procedures applicable across the public sector.
- 9.7 All proposals for redundancy leading to contractual entitlement for a payment in excess of £95,000 must have been approved by the accountable officer before being submitted to the Remuneration Committee for review and approval.
- 9.8 Receive for noting an anonymised annual report on voluntary severance agreements and any other voluntary resignations with a financial consideration that have been approved through the extant Scottish Government business case process and authorised by the NES CEO as Accountable Officer. The Committee shall receive this report in advance of the inclusion of the associated data in the Annual Accounts.

- 9.9 Subject to the limits laid down in the Scheme of Delegation, all early retirals, that meet the requirement for a two-year maximum payback period and result in additional costs being borne by the employer will be submitted to the Remuneration Committee for consideration and recommendation to the NES Board. Whilst ill health retirements are approved by SPPA and are usually out with the remit of the Remuneration Committee, in any rare and exceptional case where additional costs may be borne by NES, this will be submitted to the Remuneration Committee for consideration and recommendation to the NES board.
- 9.10 The Remuneration Committee will act in accordance with the applicable pension scheme rules and regulations, and NHSS pay policy applicable to NES employees.

## **10 Reporting arrangements**

10.1 - 10.5 Reporting Arrangements (generic ToRs) insert link

## **11 Review**

- 11.1 **Review (generic ToRs)** insert link
- 11.2 The Committee will undertake an annual assessment of their performance, highlighting any steps for further improvement to the way they conduct business.

#### 12 Conduct of Business

- 12.1 As per the **Board Standing Orders**
- 12.2 All business of the Committee will be conducted in strict confidence.

Della Thomas, Board Secretary NES January 2025



## NHS Education for Scotland

#### Staff Governance Committee

#### Terms of Reference

#### 1. Constitution/context

1.1 The NHS Education for Scotland (NES) Board has established a Committee to be known as the *Staff Governance Committee;* hereafter referred to as the Committee, which will operate within the terms of the Board's Standing Orders; Standing Financial Instructions and the Board Code of Conduct.

1.2 The Committee will fulfil its duties in line with relevant statutory and regulatory requirements.

#### 2. Role

2.1 The role of this Committee is to support and maintain a culture within NES where the delivery of the highest possible standard of staff management is understood to be the responsibility of everyone working within the system and is built upon partnership and collaboration. It will ensure that robust arrangements to implement the Staff Governance Standard are in place and monitored.

2.2 The Committee may also have a role in seeking assurance in relation to staff health and well-being, as a result of work commissioned directly by Scottish Government, or any other aspect of NES business approved formally through the Annual Delivery Plan.

#### 3. Membership

3.1 Full membership of the Committee shall include the following:

- four non-executive directors of the NHS Board, of which one must be the Employee Director with voting rights;
- two lay representatives, from the trade unions and professional organisations (acting in an ex officio capacity), nominated by the NHS Board Partnership Forum with non-voting rights.

#### 4. Quorum

4.1 – 4.7 Quorum (Generic ToRs) insert link

#### 5. Attendees

5.1 – 5.2 Quorum (Generic ToRs) insert link

5.3 The Director of Workforce will attend to provide Committee with advice, provision of information and guidance. With the prior approval of the Chair of the Committee, the Director of Workforce will be able to provide a deputy on an exceptional basis.

5.4 The NES Chief Executive may attend any meetings.

5.5 The Committee may require relevant officers/partnership representatives to attend at meetings, where specific advice and/or guidance is required on relevant topics.

5.6 The Committee may co-opt additional advisors as required.

## 6. Private Member Meetings

## 6.1 Private Member Meetings (Generic ToRs) insert link

## 7. Frequency of Meetings

7.1 The Committee shall normally meet four times per year.

7.2 The Chair of the Committee, may within reason, convene additional meetings if they deem this necessary, in consultation with the relevant executive lead.

#### 8. Authority

## 8.1 Authority (Generic ToRs) insert link

8.2 The Committee may establish Sub-Committees to support its functions. This, as per the Staff Governance Standard, will include the Remuneration Committee.

#### 9. Responsibilities and Duties

9.1 The Committee shall act for the Board to oversee the commissioning of structures and process which ensure that delivery against the Staff Governance Standard is being achieved. Specifically, the Committee will:

- 9.1.1 monitor and evaluate strategies and implementation plans relating to people management.
- 9.1.2 note Once for Scotland staff governance related policies and their local implementation.
- 9.1.3 approve any local staff related policy amendment and consider any funding or resource submission in line with NES expenditure processes to achieve the Staff Governance Standard.

- 9.1.4 take responsibility for the timely submission of all staff governance information required for national monitoring arrangements.
- 9.1.5 provide staff governance information for the statement of internal control.
- 9.1.6 provide assurance that systems and procedures are in place to manage the issues set out in MEL (1993) 114 (amended)
- 9.1.7 receive assurance that the Remuneration Committee discharges its duties.
- 9.1.8 consider any recommendations from the Partnership Forum and receive assurance that the Partnership Forum discharges its duties.
- 9.2 The Committee will also:
  - 9.2.1 review and advise on the Board's whistleblowing policy, procedures and processes.
  - 9.2.2 receive assurance that health and safety and wellbeing meet legislative requirements and where relevant, the implementation of the Safer Staffing Regulations.
  - 9.2.3 ensure appropriate governance in respect of Board delegated strategic risks. Review risk identification, assessment and mitigation, in line with the NES Board's risk appetite, and agree appropriate escalation.
  - 9.2.4 monitor compliance of staff governance activities with statutory duties, NHSScotland policy and NES priorities in relation to equality and diversity and oversee the implementation of key aspects of Equality legislation in respect of staff e.g. Equal Pay, Equality and Diversity Training.
  - 9.2.5 receive assurance in relation to NES commissions from Scottish Government, regarding wider NHS and/or Health and Social Care workforce data provisions and attraction to related career pathways.
- 9.3 The Committee will deal with any such matters as may be assigned to the Committee by the Board or other Standing Committee. In particular, the Audit and Risk Committee may assign activity related to Internal Audit Reports and the Board has assigned specific equality outcomes.

## **10. Reporting Arrangements**

10.1 - 10.5 Reporting Arrangements (Generic ToRs) insert link

#### 11. Review

11.1 Review (Generic ToRs) insert link

11.2 The Committee will undertake a self-assessment of their performance and effectiveness after every meeting and highlight any steps for further improvement to the way they conduct business.

## 12. Conduct of Business

12.1 As per the **Board Standing Orders** 

Della Thomas, Board Secretary NES January 2025



## NHS Education for Scotland

#### **Education and Quality Committee**

#### Terms of Reference

#### 1. Constitution/context

- 1.1 The NHS Education for Scotland (NES) Board has established a Committee to be known as the *Education and Quality Committee*, hereafter referred to as the Committee, which will operate within the terms of the Board's Standing Orders; Standing Financial Instructions and the Board Code of Conduct.
- 1.2 The Committee will fulfil its duties in line with relevant statutory and regulatory requirements.
- 1.3 Specifically, the Committee will take cognisance of the fact that most health professional education and training within the UK is governed by UK statutes and overseen by UK regulators, and that many of the curricula and outcomes are determined at a UK level, by Higher Education Institutions, Royal Colleges and Statutory regulators.

#### 2. Role

- 2.1 The role of the Committee is to:
  - provide assurance to the NES Board that effective arrangements are in place to plan, commission, deliver and quality manage all of NES's education and training provision in line with the organisation's Strategic Plan
  - advise the NES Board, when appropriate on where, and how, its education systems and assurance framework may be strengthened and developed further and
  - provide assurance to the NES Board that effective arrangements are in place for the educational and quality governance of the NHS Scotland Academy accelerated education and training activities.

#### 3. Membership

3.1 Full membership of the Committee shall include at least four non-executive Directors of the NHS Board and may include one co-opted member with nonvoting rights.

#### 4. Quorum

4.1 – 4.7 Quorum (Generic ToRs) insert link

#### 5. Attendees

5.1 – 5.2 Quorum (Generic ToRs) insert link

#### 6. Private Member Meetings

#### 6.1 Private Member Meetings (Generic ToRs) insert link

#### 7. Frequency of Meetings

7.1 The Committee shall normally meet four times per year. The Chair of the Committee, may within reason, convene additional meetings if they deem this necessary, in consultation with the relevant executive lead.

#### 8. Authority

#### 8.1 Authority (Generic ToRs) insert link

#### 9. Responsibilities and Duties

- 9.1 Provide assurance to the NES Board that, where NHS education and training is subject to statutory regulatory oversight, the requirements of the relevant regulator are being met.
- 9.2 Provide assurance to the NES Board regarding the effective management and improvement of the quality of NES's Health and Social Care education and training activities and outcomes; including internally regulated activities, Credit Rated Programmes, and leadership development activities.
- 9.3 Seek assurance that there is a robust and effective clinical and care assurance process in place in NES.
- 9.4 Seek assurance that strategies, policies, structures, responses to consultations and processes for the governance of Health and Social Care education and training have taken a forward looking and strategic view.
- 9.5 Seek assurance in relation to progress with the implementation of education and learning strategies and policies.
- 9.6 Seek assurance that arrangements are in place to identify and embed good and innovative practice across NES in ways that enhance the quality of the Health and Social Care education and training provided.
- 9.7 Seek assurance of the effective performance, monitoring, management and value of Health and Social Care education and training programmes and contracts, including the identification of impact (including outcomes) or intended impact, where possible.
- 9.8 Ensure appropriate governance in respect of Board delegated strategic risks. Review risk identification, assessment, and mitigation, in line with the NES Board's risk appetite, and agree appropriate escalation.
- 9.9 Monitor compliance of Health and Social Care education and training activities with the statutory and regulatory requirements of equity, equality legislation,

human rights, person centred care and participation and Government policy and other relevant policies and seek assurance in relation to the Board delegated equality and diversity outcomes relating to educational quality.

- 9.10 Seek assurance as to the effective management of Health and Social Care educational research programmes.
- 9.11 Seek assurance relating to the key strategic engagement of partners and users across Health and Social Care, including approaches to integration that impact on service delivery.
- 9.12 Seek assurance of continuous improvement in relation to Health and Social Care user feedback, including learner satisfaction, fill rate, retention, attainment and progression.
- 9.13 Take steps to ensure there is an acceptable balance between the value of the information received by the Committee and the time and other costs it takes to acquire and process it.
- 9.14 Scrutinise, approve, or note annual reports as appropriate, in relation to the statutory regulation of health and social care education; and other areas of responsibilities as delegated by the NES Board.
- 9.15 Provide assurance to the NES Board in relation to the education and quality assurance for the work of the NHS Scotland Academy in line with the educational statutory function of the NES Board. The Education and Quality Committee's NHS Scotland Academy delegated remit is as per Appendix I.
- 9.16 The Committee will deal with any such matters as may be assigned to the Committee by the Board or other Standing Committees. The Audit and Risk Committee may assign activity related to Internal Audit Reports.

#### **10. Reporting arrangements**

10.1 - 10.5 Reporting Arrangements (Generic ToRs) insert link

#### 11. Review

11.1 Review (Generic ToRs) insert link

11.2 The Committee will undertake a self-assessment of their performance and effectiveness after every meeting and highlight any steps for further improvement to the way they conduct business.

#### **12. Conduct of Business**

12.1 As per the **Board Standing Orders** 

Della Thomas Board Secretary

January 2025

## Appendix I

# NHS Scotland Academy Delegated governance and scrutiny to the NES Education and Quality Committee

Review, scrutinise and approve education and quality developmental and performance reports on behalf of the NES and NHS Golden Jubilee (NHSGJ) parent Boards, to ensure that:

- 1. key strategic partners are effectively and appropriately engaged and involved including for example, universities, the regulators, and health and social care partners, including young people and school-based pathways.
- 2. the education and training planned for or provided by, the NHS Scotland Academy, is subject to the appropriate statutory regulatory oversight, and the requirements of the relevant regulators are met.
- 3. the education and training planned for or provided by, the NHS Scotland Academy, is appropriately accredited.
- 4. the NHS Scotland Academy education and training activities and outcomes; activities are effectively managed; quality assured; subject to continuous improvement and impact is measured and achieved.
- 5. arrangements are in place to identify and embed good and innovative practice across NES and NHSGJ in ways that enhance the quality of the education and training provided.
- 6. continuous improvement in relation to user feedback, complaints, including learner satisfaction, retention, attainment and progression is embedded in the management and delivery of the NHS Scotland Academy education and training programmes.
- 7. governance processes and quality management controls are in place relating to the delivery of NHS Scotland Academy technology enhanced education and training.
- 8. educational and quality related risks are identified, mitigated and reported.
- 9. NHS Scotland Academy educational and quality governance is reported annually to the NES Audit and Risk Committee as part of the Education and Quality Committee Annual Report.

## NHS Education for Scotland



## **Planning and Performance Committee**

## Terms of Reference

## 1. Constitution/context

1.1 The NHS Education for Scotland (NES) Board has established a Committee to be known as the Planning *and Performance Committee;* hereafter referred to as the Committee, which will operate within the terms of the Board's Standing Orders; Standing Financial Instructions and the Board Code of Conduct.

1.2 The Committee will fulfil its duties in line with relevant statutory and regulatory requirements.

#### 2. Role

- 2.1 The role of this Committee is to review organisational outcomes and impact achieved in line with the Board's Corporate Strategy and Key Strategic Performance Indicators (SKPIs), the requirements of the Annual Delivery Plan as per Scottish Government guidance, the NES transformation programme and Scottish Government Commissions. The Committee will provide advice and oversight of the development of these Strategies, Plans and programmes in advance of the Board.
- 2.2 The Committee will provide oversight, scrutiny and assurance relating to digital and innovation work, in line with the Scottish Government's Digital Health and Care Strategy (October 2021). This will include governance and scrutiny within the context of "*Technology*" as defined as the application of technology to deliver business services through the public and private cloud and governance and scrutiny within the context of "*Information*" in relation to the technical aspect of information and cyber security and within the context of the NES legal obligations. The Committee will also provide scrutiny of technology and innovation activity undertaken by the NES Technology Service.
- 2.3 The Committee will have a strategic horizon scanning role. 2.4 The Committee will provide governance and scrutiny for the NES inequalities work programmes, the Anchors Strategic Plan and any strategic Population Health considerations.

## 3 Membership

3.1 Full membership of the Committee shall include five non-executive directors of the NHS Board, who shall include the Board Chair and the Standing Committee Chairs.

- 3.2 The Committee may include one co-opted member with non-voting rights.
- 4 Quorum

4.1–4.7 Quorum (insert link to revised generic ToRs)

## 5. Attendees

5.1 – 5.2 **Attendees** (insert link to revised generic ToRs)

5.3 The Chief Executive, the Director of Planning and Performance and the Director of Technology (when appropriate) will attend the Committee.

5.5 The Committee may require relevant officers to attend at meetings, where specific advice and/or guidance is required on relevant topics.

5.6 The Committee may co-opt additional advisors as required.

#### 5 Private Member Meetings

6.1 Private Member Meetings (insert link to revised generic ToRs)

## 6 Frequency of Meetings

7.1 The Committee shall normally meet four times per year, in advance of the Board.

7.2 The Chair of the Committee, may within reason, convene additional meetings if they deem this necessary, in consultation with the relevant executive lead(s).

## 7 Authority

8.1 Authority (insert link to revised generic ToRs)

## 8 Responsibilities and Duties

9.1 Horizon scan so that the Board is kept informed of emerging policies, research, data, technical, clinical or other innovative developments, as might have a bearing on the organisation's approach to development and delivery of its strategies and work.

9.2 Review and provide assurance on the development of the Board's Strategic Plan, the supporting Annual Delivery Plan and Transformation Plans and provide scrutiny of progress made in achieving outcomes and impact.

9.3 Receive assurance that the corporate governance processes have incorporated in-year Scottish Government commissions into the overall strategic work programme with specific focus on alignment with the Board's Strategy and the benefits realisation ambitions from these developments.

9.4 Ensure that systems and procedures are in place to monitor, manage and improve organisational performance reporting and this reporting includes evidence of impact and outcomes achieved.

9.5 Scrutinise the full quarterly Strategic Key Performance Indicator (SKPI) report prior to Board and the associated performance data relating to risk, delivery and finance, Best Value and efficiencies.

9.6 Monitor, seek evidence and give assurance on business continuity and organisational resilience, including emergency planning.

9.7 Seek assurance that health inequalities and social accountabilities is addressed across the NES business, including the development and monitoring of the Anchors Strategic Plan and any Population Health considerations.

9.8 Ensure compliance with statutory and regulatory requirements including, clinical and technical assurance and in line with lawful and ethical processing of patient identifiable data, cybersecurity, safety and user acceptability and as per policies and guidance from the Scottish Government and other organisations as appropriate. Noting that the Clinical and Care Assurance Sub-Group of the Education Quality Committee (EQC) will provide assurance to EQC in relation to educational clinical and technical assurance matters.

9.9 Scrutinise the quarterly complaints reports and the Annual Feedback Comments Concerns and Complaints Report in advance of Board.

9.10 Ensure that effective and coherent strategic engagement and communications is progressed with the relevant stakeholders particularly Scottish Government, NHS Boards, Integration Joint Boards, COSLA, third sector and suppliers to increase confidence in using digital ways of working.

9.11 Receive assurance that the NES Corporate Parenting action plan activities are progressing satisfactorily.

9.12 Delegate as appropriate any more detailed performance scrutiny to the relevant Committees.

9.13 Collaborate effectively and interact constructively with the governance structures of other external organisations as appropriate, as well as the across the internal Committee structures of NES.

9.14 Deal with any such matters as may be assigned to the Committee by the Board or other Standing Committee. In particular the Audit and Risk Committee may assign activity related to Internal Audit Reports and the Board has assigned specific equality outcomes.

## 9 Reporting Arrangements

10.1 - 10.5 **Reporting arrangements** (insert link to revised generic ToRs)

#### 10 Review

11.1 **Review** (insert link to revised generic ToRs)

11.2 The Committee will undertake a self-assessment of their performance and effectiveness after every meeting and highlight any steps for further improvement to the way they conduct business.

#### **11 Conduct of Business**

12.1 As per the Board Standing Orders

Della Thomas, Board Secretary NES January 2025

# Terms of Reference: Standard headings for all Committees

- 1. Constitution/context
- 2. Role
- 3. Membership
- 4. Quorum
- 5. Attendees
- 6. Private Member Meetings
- 7. Frequency of Meetings
- 8. Authority
- 9. Responsibilities and Duties
- 10. Reporting arrangements
- 11. Review
- 12. Conduct of Business

# Generic Terms of Reference: applicable to all NES Committees

#### 4. Quorum

- 4.1 Three Non-Executive members will constitute a quorum.
- 4.2 All Committees will have a membership of a minimum of four non-executives.
- 4.3 In determining whether a quorum is present the Committee Chair must consider the effect of any declared interests. This consideration shall be minuted.
- 4.4 If a member, or an associate of the member (i.e. family, friend or business associates), has any pecuniary or other interest, direct or indirect, in any contract, proposed contract or any other matter under consideration by the Committee, the member should declare that interest at the start of the meeting or at any other part of the meeting.
- 4.5 A 'conflict of interest' is considered to be any connection or association with a third party that is (or appears to be) against the best interests of NES, or which could enable the member reasonably to be suspected of using their position within NES to gain an unfair advantage for or from a third party.
- 4.6 This applies whether that interest is already recorded in the Board Members' Register of Interests. Following such a declaration, the member shall be excluded from the Committee meeting when the item is under consideration and will leave the meeting for that item. The member will not be counted as participating in that part of the meeting for quorum or voting purposes.
- 4.7 When a quorum is not present, the only actions that can be taken are to either adjourn to another time or abandon the meeting altogether and call another one. The quorum should be monitored throughout the conduct of the meeting in

the event that a member leaves during a meeting, with no intention of returning.

## 5. Attendees

- 5.1 Board members (non-executive or executive members) who are not members of the Committee may attend a Committee meeting and have access to the meeting papers. However, if the Committee elects to consider certain items as restricted business, then the meeting papers for those items will normally only be provided to members of that Committee. The person presiding at the Committee meeting may agree to share the meeting papers for restricted business papers with other Board members.
- 5.2 The Committee Secretary will attend meetings. The Board Secretary may attend, in agreement with the Committee Chair.

## 6. Private Member Meetings

6.1 The Chair has the right to call a private meeting of Committee members to deal with matters that may arise from their Terms of Reference.

## 8. Authority

- 8.1 The Committee is authorised to:
  - Ensure compliance with due process relating to any investigation of activities which are within the terms of its responsibility and duties. In doing so, is authorised to seek information it requires from any Board member or employee, paying due regard to professional responsibilities and personal data rights. All members and employees are expected to co-operate with reasonable requests made by the Committee;
  - Approve matters as described within its responsibility and duties;
  - Request the attendance of any employee or contractor of NES (as/if agreed on their engagement), as may be required;
  - Establish such Sub-Committees or Sub-Groups it considers appropriate to ensure its work is suitably informed and supported;
  - The Audit and Risk Committee and the Planning and Performance Committee may delegate certain aspects of work to other Committees for more in-depth scrutiny and active governance as / if appropriate.

#### **10.** Reporting Arrangements

10.1 The names of members present at a meeting of the Board Committee, shall be recorded in the minute of the meeting. The names of other persons in attendance shall also be recorded.

- 10.2 The Board Secretary (or his/her authorised nominee) shall prepare the minutes of meetings of the Committee. The Committee shall review the draft minutes at the following meeting. Any amendments, as agreed by the Committee will be made and the person presiding at that meeting shall sign the final version of the approved minute.
- 10.3 The approved minute will be brought to the next public Board meeting for noting and be published on the Board's external website. The Remuneration Sub Committee will be the exception to this.
- 10.4 In the interim, a verbal report on relevant matters can be given by the Chair to the Board. Additional reports, as appropriate, will be provided to the Board as required to ensure it is informed of current issues.
- 10.5 The Standing Committee Chair will report to the Board, and will submit an Annual Report on its activities, outcomes and effectiveness to the Audit and Risk Committee. The Remuneration Sub Committee will submit their annual report through the Staff Governance Committee. It is then the responsibility of the Audit and Risk Committee to review and recommend approval to the Board. This will also give relevant assurance to the Board and Accountable Officer relating to the Governance Statement.

# 11. Review

11.1 The Committee will review its Terms of Reference annually and these will be submitted as part of the corporate governance package to the Board for approval on an annual basis.

# 12. Conduct of Business

#### As per the **Board Standing Orders**

- Etiquette and Standards;
- Conduct at meetings;
- Appointment and Review

Della Thomas, Board Secretary NES Approved by Board 26 September 2024



NHS Education for Scotland Agenda Item: 11a Date 06 February 2025 NES Public Board NES/25/12

- 1. Title of Paper
- 1.1 Changes to Board and Committee Membership

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

2.1 Della Thomas, Board Secretary and Corporate Governance Principal Lead

#### 3. Lead Director(s)

3.1 Karen Reid, CEO and Accountable Officer

#### 4. Situation/Purpose of paper

4.1 This paper details some changes to Board and Committee membership for homologation by the Board.

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

5.1 The Board Chair is responsible for reviewing the Board Skills and Experience Matrix and ensuring that the membership of the Board and the Committees include the right level of skill and experience to govern the business.

#### 6. Assessment/Key Issues

6.1 We have been successful in appointing a new non-executive director to our Board. George Valiotis joined our Board from 6 January 2025 for a term of four years. George will become a member of the Education and Quality Committee from 1 February 2025.

- 6.2 As per the decision made at the 26 September 2024 Board, the Technology and Information Committee will be dissolved as of 31 March 2025. Some members of this Committee will serve on the newly formed Planning and Performance Committee as of 1 April 2025. This will include non-executive directors, Ally Boyle (PPC Chair); David Garbutt (member) and Jean Ford (member). Angus McCann will become a co-opted member of the PPC until his co-opted period ends on 31 August 2025. Additional members of the PPC will include non-executive directors, Annie Gunner Logan and Nigel Henderson.
- 6.3 Shona Cowan, non-executive director will move from the Technology and Information Committee to join the Staff Governance Committee as of 1 April 2025.

# 7. Recommendations

7.1 The Board is invited to homologate these membership changes.

# 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 <u>Our Strategy 2023 – 26 People, Partnerships and</u> <u>Performance</u>

- I. 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 <u>Fairer Scotland Duty: Guidance for Public</u> <u>Bodies</u> and Corporate Parenting as per the <u>Children and Young People</u> (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 <u>DL (2021) 38</u>?
  - ⊠ Yes
  - □ No
- h) Have you considered a staff and external stakeholder engagement plan?
  - ⊠ Yes
  - □ No

Author name: Della Thomas Date: Janaury 2025 NES

# AUDIT AND RISK COMMITTEE

Minutes of the Eighteenth NES Audit and Risk Committee held on Thursday 03 October 2024 9.30 – 11.30 via Microsoft Teams.

Present: Jean Ford, (JF) Non-Executive Director and Committee Chair Ally Boyle, (AB) Non-Executive Director Gillian Mawdsley, (GM) Non-Executive Director – Climate Emergency and Sustainability Champion and Whistleblowing Champion

In Jenn Allison, (JA) Committee Secretary

attendance: Christina Bichan, (CBi) Director of Planning and Performance (item 15) Jim Boyle, (JB) Executive Director of Finance David Garbutt, (DG) Chair of NES Micheal Gibbons (MG) Management Trainee (observing) Laura Howard, (LH) Head of Finance Debbie Lewsley, (DL) Risk Manager (observing) (item 16) James Lucas, (JL) Internal Audit, KPMG Kenny McLean, (KM) Procurement Manager (item 13) Christopher McClelland, (CM) External Audit, Audit Scotland Karen Reid, (KR) Chief Executive Syed Shah (SS) Internal Audit, KPMG Andrew Sturrock (AS) Director of Pharmacy (observing) Della Thomas, (DT) Board Secretary & Corporate Governance Principal Lead

# 1. Welcome and introductions

- 1.1 The Chair welcomed everyone to the Audit and Risk Committee (ARC). The Committee noted that Andrew Sturrock and Debbie Lewsley were observing the Committee to shadow Karen Reid and Della Thomas, respectively, as part of their development. Micheal Gibbons was also observing the Committee as part of his management traineeship.
- 1.2 The Committee noted that Kenny McLean would be in attendance for the Procurement items, Debbie Lewsley would cover the Risk items and Christina Bichan for the item regarding Best Value Principles.

# 2. Apologies for absence

2.1 Apologies were received from Olga Clayton Non-Executive Director and Helen Russell and Carol Grant, Audit Scotland, External Auditors.

# 3. Declarations of interest

3.1 There were no declarations of interest in relation to the items of business on the agenda of this meeting.

# 4. Any Other Business

4.1 No other business items were identified.

# 5. Minutes of Audit and Risk Committee 13 June 2024 (NES/AR/24/51)

5.1 The minutes were approved as a correct record.

# 6. Actions of the Audit and Risk Committee (NES/AR/24/52)

- 6.1 The Committee noted that eleven of the twelve actions have been marked as complete or closed.
- 6.2 Committee sought clarity on the outcome of the action for the Chair of the ARC to meet with Christina Bichan to discuss development of a Policy register. The ARC Chair updated that Christina Bichan and her team are developing procedures to track policies and suggested that a future update regarding this work is added to the ARC schedule of business. Committee Secretary to ensure that updates against future actions completed include fuller information to reflect outcome rather than simply stating the action is complete or e.g. that a meeting took place.

# 7. Matters arising

7.1 There were no matters arising from the previous minutes.

# 8. Internal Audit Reports

# a) Core Financial Controls – Establishment Controls (NES/AR/24/53)

- 8.1 The Chair welcomed Ameet Bellad to the meeting, who was in attendance to answer any questions regarding the audit. The Chair invited James Lucas to introduce the report.
- 8.2 James Lucas presented the report which reviewed NES Establishment Controls process with focus on the key controls in place for matching information on agreed funded posts to the details of staff currently employed in those posts.
- 8.3 The report provided an overall assurance rating of 'significant assurance with minor improvements required'. Three medium rated management actions have been agreed in relation to matching of funding to posts, data accuracy and improvements to the centralised dashboard. Two low rated management actions were agreed regarding roles and responsibilities and improvements to the business case form.
- 8.4 Karen Reid informed the Committee that Jim Boyle chairs the ET Sub-Group that reviews business cases for new posts and changes to current posts. The Sub-

Group look at the requests collectively and make recommendations to the NES Executive Team for final approval. Karen Reid also informed the Committee that NES also intend to conduct a review of workforce data management and make improvement recommendations.

- 8.5 The Committee asked Ameet Bellad if the due dates for recommended actions were achievable and he confirmed that they were.
- 8.6 The Committee noted the report, and the assurance provided, noting the report will be submitted to the Staff Governance Committee (SGC) for monitoring of the management actions to closure, seeking further updates as they deem appropriate.

## b) Workforce HR and Finance Data

(NES/AR/24/54)

- 8.7 The Chair invited James Lucas to introduce the report and noted that Ameet Ballad was in attendance to answer any questions.
- 8.8 James Lucas presented the report which reviewed data quality controls in place to manage joiners, changes and leavers records within HR, payroll and finance systems under the Core Staff Model (CSM) and Lead Employer Model (LEM).
- 8.9 The Committee noted that the report provided an overall assurance rating of 'partial assurance with improvements required'. Six medium rated management actions and eight low rated management actions have been agreed with management.
- 8.10 James Lucas updated the Committee that several areas of good practice were identified across both models. He highlighted that there are a few minor control design issues within the joiner and leavers processes and some issues in data recording which creates a need to increase staff awareness through regular training and communications.
- 8.11 James Lucas informed the Committee that the design of NES data quality controls within the LEM are not as robust or mature compared to the CSM. There is a need to review the end-to-end processes (those within NES), particularly around joiners and absence management and there is an opportunity to consolidate all existing SOPs into fewer documents. He added that NES should explore appropriate solutions to overcome certain limitations within different systems to ensure consistency and accuracy of the Doctors and Dentists in Training record. With regards to data quality controls within the placement Boards, there is currently no mechanism within NES which provides assurance over the accuracy and completeness of information recorded by the Boards on behalf of NES.

- 8.12 Discussion took place regarding the NHS Scotland Workforce data system electronic employee self-service (eESS). The Committee noted that eESS, which was implemented around twelve years ago, has various issues integrating with other key business systems.
- 8.13 Karen Reid informed the Committee that NHS Scotland Business Systems group are aware of issue and working on improvements including upskilling staff to reduce human errors.
- 8.14 Ameet Bellad commented that eESS is operating within a complex business systems landscape and informed the Committee that work arounds are identified and implemented as appropriate. For example, an existing interface will be able to be used to link eESS to the system Job Train, however he added that the National Rostering system, for example, cannot be integrated with eESS.
- 8.15 The Committee noted that one of the due dates is scheduled for a year away and asked for confirmation that these will be worked on in the meantime. Ameet Bellad confirmed that work is already ongoing towards this action and confirmed that due dates are reasonable.
- 8.16 The Committee noted the report, and the assurance provided, noting the report will be submitted to the SGC for monitoring of the management actions to closure, seeking further updates as they deem appropriate.
- 8.17 James Lucas extended his thanks to Ameet Bellad and his colleagues for their engagement throughout the development of this internal audit. Ameet Bellad left the meeting.

# c) Progress Report

(NES/AR/24/55)

- 8.18 The Chair invited James Lucas to introduce the report.
- 8.19 James Lucas presented the report which updated the Committee on progress against delivery of the Internal Audit plan for 2024-25 and against the outstanding management actions.
- 8.20 The Committee noted that two internal audits are complete and reported to this committeewith a further two in progress, due for submission to the January 2025 ARC meeting: Cyber Business continuity, resilience and recovery Cloud Services and Transformation Programme Assurance.
- 8.21 James Lucas informed the Committee that good progress has been made on implementing outstanding management actions, with six actions being closed since the ARC meeting in June. The Committee noted that there are thirty-three

outstanding actions in total, twenty-seven of which are not yet due and six remaining actions have revised due dates.

- 8.22 The Committee noted that internal auditors are now using the Jira system to track progress of the NES interna audit actions.
- 8.23 The Committee were content that the report provided them with assurance. They were also content with the progress of the internal audit plan and progress in implementing outstanding recommendations.

## 9. External Audit Recommendation Follow up (NES/AR/24/56)

- 9.1 The Chair invited Laura Howard to present the paper to update the Committee on progress of External Audit Recommendations from the 2023-24 Annual Report and Accounts.
- 9.2 The Committee noted that all three recommendations are in progress and have a completion date of March 2025 and that recommendations two and three are being taken forward as part of the preparation of the annual report and accounts for 2024/25.
- 9.3 The update provided the Committee with assurance that External Audit recommendations were being satisfactorily implemented and progressed.

#### **10.** Board Assurance Framework

(NES/AR/24/57)

- 10.1 The Chair invited Della Thomas to introduce Board Assurance framework for review and approval.
- 10.2 Della Thomas informed Committee that as per Board approval at the 26 September 2024 meeting, the Technology and Information Committee will be dissolved as of 31 March 2025 and the new Planning and Performance Committee constituted as of 1 April 2025. She asked the Committee to note that these changes will be reflected in the Board Assurance Framework when it is next brought through the ARC for bi-annual review at the April 2025 meeting.
- 10.3 Della Thomas advised the Committee that discussion took place at the NHS Board Chairs Group Development meetings on 19-20 September 2024 regarding the potential for a Once for Scotland Board Assurance Framework. The Committee noted that, if this is agreed, the NES Board Assurance Framework will be developed in line.
- 10.4 The Committee asked that an amendment is made to refer to the SGC champion as the whistle blowing champion.
- 10.5 It was noted that the formatting of the Board Assurance Framework was out of alignment and this this amendment would be made along with a revision to overall

formatting of the Board Assurance Framework for easier read across and navigation. Action: DT

- 10.6 The Committee suggested that future iterations could include reference to the Remuneration Committee's role, for example in relation to Executive Objective setting and appraisal and in relation to Executive recruitment. It was agreed this amendment would be made at the April 2025 Bi-Annual review stage. Action: DT
- 10.7 The Committee noted the reference to the development of NES Strategies, however some of these are now already approved and in place. The Board Assurance Framework will be amended to reflect this. Action: DT
- 10.8 The Committee noted the revisions to the NES Board Assurance Framework regarding inclusion of reference to the quarterly complaints reporting scheduling through the Education and Quality Committee (EQC) and Board (page 4) and the reference to the NES NHS Corporate Governance Blueprint Improvement Action Plan.
- 10.9 The Committee were content to approve the amendments to the current Board Assurance Framework with the additions and revisions as agreed for onward sequencing to the 21 November 2024 Board meeting.

## 11. Review of ARC ToRs

(NES/AR/24/58)

- 11.1 The Chair invited Della Thomas to introduce the updated draft Terms of Reference (ToRs) for annual approval.
- 11.2 Della Thomas highlighted that some amendments were approved to the generic headings at the 26 September 2024 Board meeting in relation to 8.1 "Authority". The additions made were to enable all Committees to establish Sub-Committees or Sub-Groups and enable the ARC and the Planning and Performance Committee to delegate certain aspects of work to other Committees for more in-depth scrutiny and active governance as / if appropriate.
- 11.3 Della Thomas informed the Committee that the approved ARC ToRs will come back to the ARC in January 2025 with the other NES Committee ToRs as part of the Corporate Governance package.
- 11.4 The Committee noted that the Corporate Governance package will not include the Technology and Information Committee (TIC) ToRs, as the 26 September 2024 Board have agreed that this Committee will be dissolved. As the newly approved Planning and Performance Committee (PPC) will not have met in shadow form by 16 January 2025, the PPC ToRs will be brought through ARC by correspondence before being added to the Corporate Governance pack for the 06 February 2025 Board for approval.

- 11.5 The Committee noted there had been one minor amendment to the ARC ToRs (at paragraph 9.5.5) identifying that the Committee would receive regular reporting of salary overpayments. The Committee discussed this and agreed that this was a one-off process and that it was not necessary to revise the ToRs to include this aspect. It was agreed that the ARC would not require formal and regular reports regarding progress of improvements to processes in relation to salary overpayments, as salary overpayments are covered in the annual losses report, as part of the NES Annual Accounts. **Action: DT**
- 11.6 It was noted that the format of the numbering is required to be corrected.

#### Action: DT

11.7 The Committee were content to approve the proposed minor change in relation to the format and paragraph numbering for inclusion in the corporate governance package to be submitted to the ARC meeting in January 2025.

## 12. Corporate Governance Blueprint Improvement Action Plan: Progress update (NES/AR/24/59)

- 12.1 The Chair invited Della Thomas to update the Committee regarding progress of implementation of the NES Corporate Governance Blueprint Improvement actions.
- 12.2 Della Thomas invited the Committee to note amendments to the Improvement Plan to include two additional columns to assist the progress update process and that amendments have been made to reflect changes since agreed by the Board in March 2024.
- 12.3 Discussion took place regarding the reference in the plan to a Board apprenticeship. Della Thomas informed the Committee that this is a United Kingdom Government scheme that has been in place for three years. She explained that while the Board room apprentice would be encouraged to engage and scrutinise, they would not make up quorate. They would be allocated a mentor and would be observing Boards and Committees.
- 12.4 The Committee noted that the aim is to increase Board diversity and provide opportunities to develop future NHS Board non-executive applicants. In addition, there are discussions through the NES Board Development Team, to determine if this scheme could be developed specifically for the NHS in Scotland. Some background on the scheme will be circulated to the ARC for information.
- 12.5 The Committee were content with progress against actions and confirmed that the progress made to date provides them with satisfactory assurance.

# 13. Procurement

a) 2024-25 Bi-Annual Procurement Update

(NES/AR/24/60)

- 13.1 The Chair welcomed Kenny McLean to the meeting and invited him to update the Committee on Procurement activity, including commentary on key contracts delivered and savings achieved in the first half of financial year 2024-25 and planned procurement work for Q3-4.
- 13.2 Kenny McLean informed the Committee that whilst it has been a challenging year, the figures are broadly similar to last year.
- 13.3 The Committee congratulated the Procurement team that 99% of procurement contracts were paid within the agreed timescales and noted that two cataract simulators are now up and running.
- 13.4 Kenny McLean updated the Committee that there will be future procurement activity in relation to large scale projects in NES, such as digital front door and digital prescribing. He added that procurement work can be impacted if there are delays to funding allocation.
- 13.5 Discussion took place regarding quality assurance in relation to University contracts. Kenny McLean advised the Committee that quality assurance of services is the responsibility of Directorates. Karen Reid added that Universities often provide very specialised services and that she is not aware of any quality issues.
- 13.6 The Committee were content with the information in this report.

#### b) 2024/24 Annual Procurement Report

(NES/AR/24/61)

- 13.7 The Chair invited Kenny McLean to present the 2023-24 Annual Report to Scottish Government (SG).
- 13.8 Kenny McLean informed the Committee that they reviewed the detailed annual report at the June meeting and the report to SG only covered regulated procurements which are tenders above £50,000.
- 13.9 The Committee were content with the information in this report and approved the report for publication.
- 13.10 Kenny McLean left the meeting.

## 14. Update re Progress of Improvement processes regarding salary overpayments (NES/AR/24/62)

14.1 The Chair invited Laura Howard to present the paper to update the Committee regarding on progress of improvement processes relation to salary overpayments.

- 14.2 Laura Howard informed the Committee that a further £118k, of the £856k salary overpayments from financial year 2023-34 has been recovered leaving a balance of £321k. One overpayment of £94k continues to be pursued but is unlikely to be recovered. Committee were assured by Chief Executive that action here is being managed appropriately.
- 14.3 The Committee noted that £277k of overpayments have been identified in financial year 2024-25. £124k (45%) has been recovered to date and work is ongoing to agree payment plans for recovery for the outstanding amount.
- 14.4 Laura Howard informed the Committee that 92% of the salary overpayments identified in 2024-25 relate to Doctors and Dentists in training (DDiTs) and that a project team has been established to address the issues identified.
- 14.5 The Committee noted that there has been a marked reduction in the number of overpayments relating to NES directorate staff due to the implementation of monthly reconciliations between HR and the payroll system and the prompt processing of changes.
- 14.6 The Committee noted the information contained in the report and confirmed it provided satisfactory assurance on actions taken and progress being made.

## 15. Best Value Principles

(NES/AR/24/63)

- 15.1 The Chair welcomed Christina Bichan to the meeting and invited her to present the principles which have been developed to aid operational and financial planning for 2025-26 and ensure best value is achieved.
- 15.2 Christina Bichan explained that the Planning Principles aim to encourage strategic alignment, promote consistency and transparency in decision-making processes, provide a common language and understanding, and enable informed decisions based on shared values and priorities.
- 15.3 The Committee noted the Planning Principles which cover the following themes: strategic alignment; best value and efficient use of resources; person centred and preventative approaches; innovation, transformation and sustainability; collaboration, integration and teamwork; and equity, social justice and compassion.
- 15.4 The Committee noted the position regarding the development and adoption of planning principles within NES and confirmed this provided them with assurance.
- 15.5 Christina Bichan left the meeting.

# 16. Risk

# a) Risk Update and Review of Risk Appetite

(NES/AR/24/64)

16.1 The Chair invited Debbie Lewsley to introduce the paper and highlight any areas of significance.

- 16.2 The Committee noted the amendments to risks 1, 2, 3, 4 and 9, which had been recently reviewed by the NES Executive Team.
- 16.3 The Committee felt that there were inconsistencies in relation to controls and noted that the Control Assurance proposal, item 16b seeks to address this challenge. Karen Reid assured the Committee that controls and ratings will be reviewed to ensure a consistent approach is being applied. Action: DL
- 16.4 The Committee approved the risk register, subject to the further changes agreed during the meeting and noted the approved risk appetite.

#### b) Control Assurance Proposal

(NES/AR/24/65)

- 16.5 The Chair invited Debbie Lewsley to present the Risk Control Assurance proposal, as recommended by the Chair of the Audit and Risk Committee.
- 16.6 Debbie Lewsley explained that the Control Assurance proposal has been designed to provide enhanced guidance to risk owners on identifying how well individual and collective risk controls are working to mitigate individual risks. This will also strengthen assurance to the NES Board and Governance Committees that all risks are being managed appropriately.
- 16.7 The Committee approved the NES Risk Control Assurance proposal.

# 17. Strategic Key Performance Indicator Report (SKPI) (NES/AR/24/66)

- 17.1 The Chair invited Jim Boyle to introduce the SKPI that relate to the remit of the ARC.
- 17.2 The Committee noted that this paper represents the first time the Committee has received a report on performance against the strategic KPIs prior to it being presented to the Board.
- 17.3 The Committee asked why recent performance was marked as not applicable against SKPI32.

Laura Howard explained this is because no internal audits had taken place during the period.

17.4 The Committee confirmed the report provides them with adequate assurance.

# **18. Climate Emergency and Sustainability Update** (NES/AR/24/67)

- 18.1 The Chair invited Jim Boyle to present the paper to update the Committee regarding work in relation to Climate Emergency and Sustainability.
- 18.2 Jim Boyle informed the Committee that the NES Climate Emergency and Sustainability Group (CESG), which is made up of representatives from each Directorate, have developed an Action Plan to continue to take forward work to ensure NES is in full compliance with the National Strategy.

- 18.3 Jim Boyle updated that the Scottish Government climate week took place over 23-29 September and that made a range of information available to showcase some of the work we are already doing, to preview some of the actions that we will be implementing in future, and to signpost resources that we have been making available to our employees.
- 18.4 The Climate Emergency and Sustainability Champion felt that the webinar that took place in NES recently was excellent and well attended.
- 18.5 The Committee noted that two National reports are currently in development: The Public Bodies Climate Change Duties Report that will be submitted to the Sustainable Scotland Network in November 2024; and The Annual Climate Emergency and Sustainability Report that all Boards are required to submit to the Scottish Government by 30 November 2024. The Committee noted that these reports will be sent to ARC members for comment via correspondence prior to the reports being sequenced to the 21 November 2024 Board meeting.

#### Action: JB

- 18.6 A query was raised regarding how frequently the plan is reviewed and if the plan or a summary of information of the plan should be made available to NES staff. Jim Boyle informed the Committee that the CESG review the plan regularly and will discuss with the group how information regarding the groups' activities could be shared more widely across NES.
- 18.7 The Committee congratulated Jim Boyle and colleagues regarding the variety of work ongoing in this area and stressed the importance of highlighting NES' role in terms of education and its potential impact on the whole service.
- 18.8 Jim Boyle added that NES work closely with National Services Scotland (NSS), supporting the wider NHS in Scotland to make improvements to facilities and fleet services.
- 18.9 The Committee noted ongoing and planned activities across the breadth of all NES regarding Climate Change and Sustainability, including the NES Action Plan, which they confirmed provide satisfactory assurance. The Committee noted that updates regarding the Climate Emergency and Sustainability will be submitted to the NES Board for information.

#### 19. Property Update

(NES/AR/24/68)

- 19.1 The Chair invited Jim Boyle to present the report to update the Committee on progress of reviewing NES' property requirements.
- 19.2 Jim Boyle asked the Committee to note that one of the two offices in Dundee has been closed with consolidation of staff into the former Dundee Dental Education Centre (DDEC), which has been renamed the Frankland Building. He reported that some office space at Forest Grove House in Aberdeen has been reduced and taken over by NHS24. He advised that plans to reduce office

space in Inverness by 30% are underway and that the second floor at Westport in Edinburgh has been taken over by NHS Lothian.

- 19.3 Jim Boyle informed the Committee that there has been a development in relation to renovations to the new Glasgow office. The papers had advised the Committee of recent delays to building work, however it has since been announced that the contractors have gone into Administration. He reported that Procurement are working closely with the Central Legal Office in relation to this.
- 19.4 Jim Boyle advised that it would likely be necessary to provide a report to Private Board recommending the way forward. **Action: JB**
- 19.5 Jim Boyle advised the Committee that a short-term extension has been negotiated with the landlord of 2 Central Quay in Glasgow, at existing rental levels, until the end of January 2025, with the option to extend if both parties are agreeable.
- 19.6 The Committee were content with the update and confirmed it provided them with assurance and noted that a full Private Board paper would follow.

## 20. Counter Fraud Update

(NES/AR/24/69)

- 20.1 The Chair invited Laura Howard to present the paper to update the Committee regarding Counter Fraud activity in NES.
- 20.2 Laura Howard informed the Committee that NES continues to make good progress to fulfill the Counter Fraud requirements, with robust controls in place. The Committee noted that eleven of the twelve Fraud standards components have been met.
- 20.3 The Committee noted that there have been no investigations and no declarations of gifts and hospitality since the April 2024 ARC meeting.
- 20.4 The Committee noted the information contained in the report and confirmed it provided assurance. The Committee noted the appendices including NES' agreed Counter Fraud Annual Action Plan and NES' Fraud Risk Assessment. The Committee also noted Counter Fraud Services Annual and Quarterly Reports.

# 21. Review of Meeting Effectiveness

- 21.1 The Chair invited the Committee to provide feedback regarding the effectiveness of the meeting.
- 21.2 The Committee agreed that the quality of information provided in reports has helped to provide assurance.

# 22. Audit Scotland Reports

22.1 The Committee noted the following Audit Scotland Reports:

- Quality of public audit in Scotland: Annual report 2023/24
- Audit quality: Audit Scotland's transparency report 2023/24
- The important role of a CFO
- Risk Management Authority annual audit 2023/24

# 23. Date and time of next meeting

23.1 The next meeting of the Audit and Risk Committee will be held on Thursday 16 January 2025 at 09:30 via MS Teams.

NES October 2024 JA/CD/DT/JB/JF

# Approved

## NHS Education for Scotland

## **EDUCATION & QUALITY COMMITTEE**

12 September 2024 from 10:15am to 13:15pm

Approved minutes of the sixteenth meeting of the Educational & Quality Committee (EQC) held on Thursday 12 September 2024 as a hybrid meeting, in person at the Westport Office, Edinburgh and via Microsoft Teams

Present:	Annie Gunner Logan (AGL), Non-Executive Director (Chair) Olga Clayton (OC), Non-Executive Director Shona Cowan (SC), Non-Executive Director Peter Donnelly (PD), Co-opted Committee Member Nigel Henderson (NH), Non-Executive Director
In Attendance:	Rob Coward (RC), Principal Educator, Executive Secretary Chris Duffy (CD), Senior Admin Officer, Minute-Taker David Garbutt (DG), Board Chair Kevin Kelman (KK) Director of NHS Scotland Academy (NHSSA), Learning & Innovation Duncan MacKinnon, Head of Programme – Leading to Change Gordon Paterson (GP) Director of Social Care Ryan Reed (RR), Head of Programme NHSSA, Learning & Innovation Della Thomas (DT), Board Secretary and Principal Lead for Corporate Governance Emma Watson (EW), Executive Medical Director and joint EQC Executive Lead Karen Wilson (KW), Executive Director of Nursing, Midwifery and Allied Health Professions (NMAHP), Deputy CEO (Clinical) and joint EQC Executive Lead

#### 1. Welcome and Introductions

1.1 The Committee Chair welcomed everyone to the meeting.

#### 2. Apologies for absence

- 2.1 There were no apologies received from members of the Committee.
- 2.2 Apologies were received from regular Committee attendees Janice Gibson, Associate Director, Organisational Development Leadership and Learning (ODLL), Lindsay Donaldson, Deputy Medical Director and Karen Reid, Chief Executive and Accountable Officer.

#### 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 12 May 2024

- 5.1 The Chair invited the Committee to review the draft minutes from the 12 May 2024 EQC meeting.
- 5.2 The Committee approved the draft minute with no amendments required.

## 6. Action Status Report and other matters arising

- 6.1 The Chair invited the Committee to review the action status report and asked the Committee to note that it contained 16 completed actions with 6 actions in progress and 1 action for the Committee to confirm if they consider the action complete.
- 6.2 The Committee received a verbal update from Gordon Paterson who confirmed that NES are actively engaged in discussions with 'The Promise' team in Scottish Government. This is through Claure McGuire in NMAHP and work on children's rights, in order to close off this action, Clare McGuire will link with Dylan White in NHSSA.
- 6.3 The Committee thanked Janice Gibson and Duncan MacKinnon for the updates provided relating to Leading to Change. The Committee confirmed the information does provide more context and assurance and recommended the actions relating to Leading to Change are also complete.
- 6.4 The Committee noted the updates within the report and approved the action status report.

# 7. Education & Quality Executive Leads Report

- 7.1 The Committee Chair invited Karen Wilson and Emma Watson to introduce the report. The broad representation across the whole of NES, diversity of work and interlinkages were highlighted. It was noted that Committee members had previously asked for more data and effort has been made to incorporate this into the report. The Committee were asked for feedback and if this now meets the Committee's expectation. The Committee Chair recognised that a lot of work has been put into adding contextual information and it is much clearer to see what impact the work is having. The data coming through makes a difference for Committee members and there has been huge improvement.
- 7.2 The Committee Chair opened the report for comments and questions.

The Committee asked a question in relation to 5.2.3.2 in the report, General Medical Council (GMC) annual trainee survey (NTS) outcomes. It was noted that last year the Committee received a more detailed picture on the low performing areas and it was asked if the Committee will see this detail this year. Also, it was noted that 25 sites sit in the bottom 2% and 30 sites sit in the top 2%, and it was asked how many sites are there altogether. Emma Watson responded, the process of fully understanding the results and pulling together action plans is still in progress. The Committee will receive much more in-depth analysis at the next EQC meeting in December.

7.3 A further question was asked in relation to the NTS outcomes, is it possible to review the top performing sites and translate their good practice to those that are low performing. Also, is it possible to work out why satisfaction is not good in particular areas. Emma Watson replied, these conversations will take place when the Quality Review Panels meet during September, the outcomes of these conversations will also feed into the monthly Medical Quality and Safety Group. It was noted that there are also the Scottish Training Survey results to analyse which will further triangulate the data. Emma Watson noted that the update may have come to Committee too soon and will consider this for next year.

#### Action: Emma Watson

- 7.4 The Committee commented on 5.2.3.4 in the report, Turas Refresh. It was noted that Turas includes an interface with the Scottish Online Appraisal Resource (SOAR) and that as of a certain date those requiring to use SOAR for appraisal will only be able to access by using a Turas account. It was asked if this could be a potential issue with lots of people becoming locked out of SOAR with imminent appraisals. Emma Watson agreed to take this to the operational team outwith this Committee. **Action: Emma Watson**
- 7.5 The Committee noted the update at 5.2.3.3 in the report, National Leadership Development and Succession Planning and focussed on the social care workforce numbers, recognising they are low. It was noted that communications and social media will help increase these numbers, but it was asked if any more could be done at this stage. Gordon Paterson chaired the first 2 selection panels for developing senior systems leadership and there were concerns with Social care representation at the time, an inquiry has been carried out and there has been engagement with Scottish Care, Scottish Social Services Council and the chief social work adviser to get a greater understanding of some of the challenges. NES is seen as a national health board and there is work to address some of the NHS specific language that is used. Angella Fulton (Associate Director, Social Care) cochairs the leading to change social work group and NES are continuing to take every measure to mitigate these problems and to open up the programmes to the wider workforce.
- 7.6 The Committee noted the two Artificial Intelligence fellows and the focus on reemergent technology and asked what might NES be adopting. Kevin Kelman confirmed that an update will be provided at the next Board development session and this will provide an opportunity for board members to ask more detailed questions.

The Committee Chair thanked all those who contributed to the report. The report contained excellent data and context and evidence that authors are responding to the Committee's requests. Particular thanks was given to Judy Thomson and her team for the impressive and useful Psychology update.

7.8

The Committee noted the report and confirmed it provided the necessary assurance.

## 8. Medical Education Reform Update

- 8.1 The Committee Chair invited Emma Watson to introduce this report.
- 8.2 Emma Watson noted that following the launch of Medical Education Reform at the Board development session in January,the Medical Directorate have been busy engaging within NES and externally. The paper sets out what reform is aiming to achieve. Phase 1 is due to run until January 2025 and much of this work is already complete. Engagement has been extensive, including round tables with health boards and medical directors, regular slots at the business meeting on Medical Education Reform, links with GMC. On Monday this week, Emma Watson, Karen Reid, Karen Wilson and Kevin Kelman attended a 4 Nation meeting to discuss Medical Education Reform. There was significant buy-in at the meeting with next steps including setting up a steering committee and developing a risk management infrastructure.
- 8.3 The report was opened up for feedback and questions.
- 8.4 The Committee thanked Emma Watson for this excellent piece of work and commended the 4-nation approach. It was asked where the Universities fit into the agenda. Emma Watson responded, conversations continue with Universities and Medical schools. Challenging questions are being asked and NES are trying to offer up solutions. Curriculum content review is a critical area and Medicine can learn from other professions by stripping out knowledge heavy areas and replacing with more critical thinking. Kevin Kelman highlighted a shift in culture with the recent acceptance of 2 foundation apprenticeships. This is a progressive piece of work.
- 8.5 The Committee asked about the evaluation/improvement approach and noted that this was due to start in quarter 3 of 2026. It was asked if there will be ongoing iterative improvements also. Emma Watson replied, quarter 3 of 2026 would be when trainees start in the programme but committee members are correct, feedback is already being gained and changes are already being made. Emma Watson thanked the Committee for this point, ongoing feedback will be captured in future updates.
- 8.6 The Committee asked how wider impact will be monitored and if there is sufficient scope for this. Emma Watson confirmed data is being collected across the whole of NES to underpin the strategy. This is reviewed regularly. For this piece of work the impact has to be proportionate for what societal change it can make in 3 or 4 years when considering the time taken to train.

- 8.7 The Committee highlighted the change to foundation placements to trial 3x8 month placements and asked why it is expected to make a difference. Emma Watson responded, our newest recruits in Foundation training currently spend around 4 weeks in any one place. This does not provide sufficient opportunity to build good working relationships. The pilot of 8 month placements is to provide further opportunity to embed in a team and provide a better environment to foster strong relationships with clinical and educational supervisors and therefore more opportunities for coaching/mentoring.
- 8.8 The Committee Chair thanked Emma Watson for the helpful update and discussion. The Committee confirmed the report provided the necessary assurance.

#### 9. Medical Quality and Safety Annual Report

- 9.1 The Committee Chair invited Emma Watson to introduce the report which provided the Committee with the first Annual report of the Medical Quality and Safety Group which has been setup to better learn from the quality activity to further understand what it means for Medicine, NES and Health Boards. This is an internal medical directorate report for the committee to review. The group receives reports from all areas and some highlights of this year's activity include, a new process for exit interviews and feedback, a resignation process, analysis of Annual Review of Competence Progression (ARCP) data has resulted in a reduction of doctors that received a 'no review' and maintaining a 100% fill-rate in GP recruitment despite stopping bursaries.
- 9.2 The report was then opened for feedback and questions.
- 9.3 The Committee thanked Emma Watson and noted the amount of data within the report which is what members are looking for. It was asked if members should be worried in areas where there were a 0% fill-rate. Emma Watson explained that some specialties recruit to very low numbers and on certain years there wouldn't be anybody eligible to apply for these positions. The Committee were informed that Healthcare Science is moving from the Dental Directorate to the Medical Directorate and it is hoped that there is the potential to work with clinical scientists to look at doing things differently in the future.
- 9.4 The Committee stated the report was very clear with good presentation. It was asked if there was a system for complimenting the excellent sites/programmes that are doing really well and is there any scope to share what they are doing. Emma Watson confirmed the directorate do try and get active in that space. It is a very important point and Enhanced delivery sites could be explored, opposite to Enhanced Monitoring.
- 9.5 The Committee asked if the people who asked for a transfer but were unsuccessful, did they carry on or resign? Emma Watson will check if this data is available after the meeting. **Action: Emma Watson**

- 9.6 The Committee asked for further explanation or a key for the different training levels (FY, ST1, CT1 etc) and an explanation of ARCP outcomes. This will be circulated to members via correspondence. Action: Chris Duffy
- 9.7 The Committee noted that there wasn't much safety information contained within the report. Emma Watson recognised this comment, the group receives regular updates on patient safety, equity and trainee wellbeing but this could have been drawn out further in the report.
- 9.8 The Committee Chair thanked Emma Watson and colleagues for an excellent report. Some small feedback points were highlighted in the discussion plus it was noted that a little more commentary on how the Committee can be reassured in areas where there are problems would be welcomed.
- 9.9 The Committee confirmed the report provided the necessary assurance.

#### 10 Act Funding – Internal Audit Action Plan Update

10.1 The Committee Chair noted that the wrong paper had been circulated to members. Members will receive the correct paper circulated via correspondence before the next EQC meeting. Action: Chris Duffy

#### 11 EQC Clinical and Care Assurance Group

- 11.1 The Committee Chair welcomed Della Thomas to the meeting and then invited Karen Wilson to introduce this item. Several years ago it was explored if any clinical governance was required in NES and it was decided that it wasn't required at that time. Recent events have now made the Executive Team aware that some form of clinical assurance/process is required. For example, the work of the NHSSA is covered by the clinical governance of NHS Golden Jubilee but there needs to be a process to capture any clinical governance issues caused by the education NES is providing. The plan is to create an assurance group.
- 11.2 Emma Watson noted that through the lead employer model NES employ all GP trainees as well as having educational governance over the training NES delivers and as such there are clinical issues and complaints that are part of NES responsibility. The clinical and care assurance group will provide greater oversight of these issues and complaints.
- 11.3 The proposal was opened up for questions and comment.
- 11.4 The Committee welcomed the proposal but requested that further work in the following areas was required before the Committee could be in a position to fully approve the formation of the group. The recent events need to be expanded on, so committee members fully understand the reasoning. The relationship between this group and the EQC risks needs to be explained so members can understand the link. It was also asked if a link could be made between this group and the quality policy. Action: Karen Wilson/Emma Watson

- 11.5 The Committee noted that the group may encounter governance and terminology issues but trust should be given to the group to find solutions. Karen Wilson agreed and added there is also a focus on not risking double governance, that is why the group is starting with an assurance approach and if governance gaps appear then the group can evolve.
- 11.6 Della Thomas highlighted that an addition will be required to the NES Committee Generic Terms of Reference (ToRs) in order to give EQC a permissive environment to establish a new group. This will now be scheduled for September Board.
- 11.7 The Committee chaired thanked all for the important discussion and suggested the Committee approve the establishment of the group in principle, with an updated paper coming to December EQC based on the additions noted above.
- 11.8 The Committee approved the formation of the group in principle.

#### 12. Dental Directorate Review

- 12.1 The Committee Chair invited Rob Coward to introduce the report. Rob Coward advised that this report is an example of the well-established peer review process that has been restarted after the pandemic. The report enables NES to take a broad overview of directorates and to seek assurance that educational performance and quality is being managed effectively. The Committee were invited to consider the final report of the review of NES's Dental Directorate held on 20 May 2024 and confirm that the review process provides adequate assurance.
- 12.2 The report was opened for comments and questions.
- 12.3 The Committee noted that the values and outcomes that matter to the population were a little unclear and could be evidenced more in future reports. The move towards community-based care in dentistry was highlighted. Rob Coward noted this and suggested that a future review of dentistry could focus in this area, particularly when looking at oral health improvement programmes.

#### **Action: Rob Coward**

12.4 The Committee thanked Rob Coward for the report and confirmed it provided the necessary assurance. The Committee also suggested that when future directorate reviews are scheduled, a member of that directorate is invited to the meeting to answer any specific questions. **Action: Chris Duffy** 

# 13. Feedback, Comments, Concerns and Complaints Annual Report 2023-24 and Q1 Complaints Report

13.1 The Committee Chair invited Rob Coward to introduce this report. Feedback, comments, concerns and complaints are considered by the Scottish Government as an important performance indicator, and a mechanism for driving continuous improvement. NHS Boards are required to publish an Annual Report. The Q1 Complaints report was also included for the Committee to approve.

- 13.2 NES continue to receive a low number of complaints, with 16 received this year down 1 from 17 the previous year. A feature of the report highlighted to Committee was the changing approach to involving communities and people.
- 13.3 The Q1 complaints report shows that 3 complaints were received in this period with 2 upheld.
- 13.4 The reports were opened for questions and comment.
- 13.5 The Committee sought assurance that the actions agreed when these items were last presented (a year ago) had been taken forward and Rob Coward confirmed that they had.
- 13.6 The Committee noted that there were a lack of negative comments within the report. It was recognised that there isn't a once for NES approach to collecting feedback. Rob Coward replied, as part of the Learning Education Quality Systems (LEQS) work NES are moving towards a whole system approach to evaluation and greater consistency.
- 13.7 The Committee noted that NES upheld 9 out of 16 complaints and asked how that compares to other organisations. Rob Coward agreed to look at this outwith the meeting. Action: Rob Coward
- 13.8 The Committee noted that in future reports it may be useful to add a classification of the type of complaint.
- 13.9 The Committee approved the Feedback, Comments, Concerns and Complaints Annual Report for onward sequencing to NES Board with feedback highlighted for next years report.
- 13.10 The Committee also approved the Q1 Complaints Report.

#### 14. Annual Research Governance report 2023-24

- 14.1 The Committee Chair invited Rob Coward to introduce this report which was presented to provide the Committee with assurance that NES research complies with UK-wide health and social care principles of good research practice. NES research is completed in a reasonable timescale and NES research is generating outcomes and impacts that are making a difference to NES and health and social care in Scotland.
- 14.2 The report was opened for questions and comment.
- 14.3 The Committee sought assurance that the actions agreed when these items were last presented (a year ago) had been taken forward and Rob Coward confirmed that they had.
- 14.4 The Committee asked if a research plan was being developed. Kevin Kelman confirmed that now the Learning and Education Strategy is in place work has

begun to develop a Learning and Education research plan and Learning and Education innovation plan that will support the implementation of the strategy.

- 14.5 The Committee asked if there is a once for NES approach to research. Rob Coward confirmed resource has been identified in the Medical and Dental directorates to support once for NES research activity.
- 14.6 The Committee noted that Healthcare Science will be moving from the Dental directorate to Medical and asked if this will change the way they work in the future. Emma Watson replied, there was an opportunity to review the directorate and the move to medicine will have real benefits for both professions and will open up different training and learning opportunities.
- 14.7 The Committee approved the Annual Research Governance Report.

#### 15. Equality and Diversity Mid-Year Report

- 15.1 The Committee Chair welcomed Katy Hetherington to the meeting and invited her to introduce this report. The report asked the Committee to approve the mid year report for the period April 2024-August 2024. This included progress on NES's Equality Outcomes since the end of-year report to the Committee in May 2024 and activities to progress equality, diversity and inclusion which are relevant to the Committee's business.
- 15.2 The report was opened for questions and comment, but none were received.
- 15.3 The Committee noted the very comprehensive Equality and Diversity Mid-Year Report.

#### 16. **NES Quality Policy**

- 16.1 The Committee Chair invited Rob Coward to introduce the report which provided the Committee the opportunity to review the policy positions within the draft Quality Policy, to consider how they have been developed and to approve these as the basis for progressing the further work required to support implementation.
- 16.2 The Committee formally noted that they were not approving the policy today, they were approving the policy positions set out in the policy.
- 16.3 The Committee complimented the links in the policy to the Strategic Key Performance Indicators (SKPIs).
- 16.4 The Committee commented on learning design and added that this should also include the rights of people. Furthermore, the language should be made more inclusive to the language of health and social care services. Action: Rob Coward
- 16.5 The Committee asked where the clinical and care assurance group will link with the policy and could this be made more specific. **Action: Rob Coward**

- 16.6 The Committee asked, once the policy has been approved and begins to be implemented how will it be monitored. Ryan Reed replied, controls will be put in place so that products can only come on to the NES system if they can verify relevant questions and meet certain standards. There will also be a directorate review process and a requirement for a Scottish Credit and Qualifications Framework (SCQF) organisational review.
- 16.7 The Committee approved the policy positions within the draft Quality Policy. The Committee requested that work continues on the development of the policy and it is then brought back to Committee once progress has been made. Scheduling to be confirmed.
  Action: Rob Coward/Chris Duffy

# 17. Strategic Key Performance Indicators (SKPIs): Education & Quality Committee

- 17.1 The Committee Chair invited Karen Wilson to introduce this item which reported on the SKPIs delegated to EQC. The report contains date on those measures for which data have been collected and proposed amendments to measures previously reported. An update on measures which have not yet been reported and an update on progress with the implementation of the NES Learning and Education Strategy and associated Corporate Improvement Programmes.
- 17.2 The Committee Chair opened the report for questions and comment.
- 17.3 Emma Watson confirmed that SKPI13a (Medical Funded trainee placements fill rate) should be changed from fill rate to vacancy rate. Also, SKPI14a (Medical Funded trainee placements completion rate) should use the data from the number of trainees who did not receive an outcome 1 or 6 in their Annual Review of Competence Progression (ARCP). It was also suggested that SKPI13b and SKPI14b also change so Medical and Dental are aligned.

#### Action: Emma Watson/Karen Wilson

The Committee noted huge improvement in the report, the data is more comprehensive and allows for greater discussion on performance. The paper links with the strategy and the narrative makes sense. The Committee felt it would benefit from a longer discussion on this area at the next meeting. An action was taken to schedule SKPIs immediately after the Lead Executive report at future meetings to allow longer discussion. **Action: Chris Duffy** 

17.5 The Committee confirmed that report provided the necessary assurance and thanked all those who input into the production of the report.

# 18. Education & Quality Committee Strategic Risks

17.4

- 18.1 The Committee Chair invited Rob Coward to introduce the report.
- 18.2 Rob Coward advised that there are 2 strategic risks relevant to EQC and there have been no significant changes to the report since it was last reviewed by EQC.
- 18.3 The report was opened to the Committee for questions.

- 18.4 The Committee suggested the Quality policy is added as a mitigating action.
- 18.5 No questions were raised, and the Committee noted the report and confirmed that the risks delegated to EQC are managed effectively.

## Items for noting

## 19. Education Leadership Group (ELG) Annual Report

19.1 The ELG Annual Report was noted.

## 20. Consultations Log

20.1 The consultations log was noted.

# 21 Range of Stakeholder for TURAS Refresh

- 21.1 The Committee thanked the authors for this helpful report.
- 21.2 The Range of Stakeholder for TURAS Refresh was noted.

# 22. Scottish Government and NES Educational policies

22.1 The Committee noted that there were none for this meeting.

#### 23. Committee Effectiveness

23.1 The Committee confirmed that reports to the Committee had communicated relevant information at the right frequency, time, and in a format that was effective. The Committee felt that they had benefited from the right level of attendance. The Committee discussed any aspects where effectiveness could be improved but no specific examples were raised at this meeting.

#### 24. Any other business

24.1 The Committee Chair noted that this will be the last meeting for Peter Donnelly in his term as co-opted member of EQC. The Committee Chair, Board Chair and Committee members thanked Peter for his excellent input and contribution.

## 25. Date and time of next meeting

25.1 The next meeting of the Education and Quality Committee will be held on 13 December 2024, 09:45am – 12:45pm as a hybrid meeting.

NES CD/AGL/KW October 2024

# Approved – Annie Gunner Logan on 11/10/2024

# TECHNOLOGY AND INFORMATION COMMITTEE

NES/TI/24/37

Minutes of the Fourteenth NES Technology and Information Committee held on Tuesday 27 August 2024 10:15 – 12:45 via Microsoft Teams.

Present:	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
	Paula Baird, Principal Lead, Workforce (item 11)
	Colin Brown, Head of Strategic Development
	Jim Boyle, Executive Director of Finance
	David Felix, Postgraduate Dean, Dental (Caldicott Guardian)
	Kevin Kelman, Director of NHS Scotland Academy, Learning
	and Innovation (item 12)
	Debbie Lewsley, Risk Manager (item 14)
	Karen Reid, NES Chief Executive Officer
	Jackie Sweeney, Finance Manager
	Marisa Wedderspoon, Senior Specialist Lead, NTS
	Christopher Wroath, Director of NTS

# 1. Welcome and introductions

1.1 The Chair welcomed everyone to the meeting.

# 2. Apologies for absence

2.1 Apologies were received from Tracey Ashworth-Davies and Della Thomas.

# 3. Declarations of interest

3.1 There were no declarations of interest raised.

# 4. Notification of Any other Business

4.1 There was no other business raised.

#### 5. Minutes of the meeting 13 May 2024

(NES/TI/24/11)

5.1 The Committee approved the draft minutes, with one minor correction to paragraph 3.2, to note that Angus McCann was invited by the Digital Health and Care Innovation Centre Board.

# 6. Committee Rolling Action Log

6.1 The Committee noted that all 9 of the actions had been marked as completed or closed.

# 7. Executive Lead Officer's Report

(NES/TI/24/13)

- 7.1 The Chair invited Christopher Wroath to make any introductory remarks in relation to the Executive Lead Officer's Report to provide the Committee with an overview of progress on delivery since the last meeting in on 13 May 2024.
- 7.2 Christopher Wroath informed the Committee that there is re-emerging uncertainty regarding funding of major programmes. For example, there continues to be uncertainty regarding the funding for the Digital Prescribing and Dispensing Pathway programme (DPDP), which supports identity management and underpins the Digital Front Door (DFD) project. NTS are continuing to plan and advance these areas of work, despite the financial uncertainties.
- 7.3 Jim Boyle added that this level of uncertainty regarding funding exists across the whole of the Public Sector in Scotland. Discussion have already taken place with Scottish Government (SG) Sponsorship and Policy teams, resulting in some areas of work being brought into recurrent funding. At present there has been no request to cancel any of the non-recurrent work, however it is possible that NES may be asked to conduct a prioritisation exercise against non-recurrent work.
- 7.4 The Committee noted that Christine McLaughlin has been appointed as the new Director of the Digital Health and Care Directorate (DHAC). She has stated that she wishes to create a single governance model. Christopher Wroath informed the Committee that he hoped this would help to provide stability and vision, to support this long-term programme. The Committee agreed this could be positive.
- 7.5 A query was raised regarding if NES has provided SG with a cost analysis comparing contractor staff to those employed under agenda for change contracts. Christopher Wroath informed the Committee that this information has already been shared with SG and explained that if security of funding could be provided at the start of the financial year, then agenda for change staff could be recruited.
- 7.6 Christopher Wroath informed the Committee that the outstanding funding from DHAC funding for the DPDP Programme has now been received.
- 7.7 A question was asked if other NHS Health Boards are aware and supportive of the ongoing work within NTS, given it will support transformational change across the system. Karen Reid informed the Committee that the Board Chief Executives and

the Board Chairs have 2 dates already planned for September and October to discuss digital transformation. Karen Reid explained this will include Once for Scotland opportunities. The Committee supported these development sessions and requested that an update regarding the sessions is provided at the next meeting.

7.8 The Committee thanked Christopher for the report and confirmed it provided them with satisfactory assurance.

# 8. NTS Consolidated Delivery Plan Update 2024-25 (NES/TI/24/14)

- 8.1 The Chair invited Christopher Wroath to update on the development of the NES Technology Service (NTS) consolidated delivery plan for 2024-25.
- 8.2 Christopher Wroath informed the Committee that the NES Delivery Plan was presented to the Executive Team at on 21 May and the work has been agreed for the remainder of 2024-25.
- 8.3 The Committee noted that work continues at pace to reach agreement on the DHAC plan with the NTS team recently responding to recent movement within SG, particularly regarding the scope of the DFD programme. Agreement on DHAC delivery plan is anticipated by the end of August 2024.
- 8.4 Christopher Wroath advised that when DHAC plan has been agreed, a consolidated NTS Delivery Plan will be made available to the Committee.
- 8.5 The Committee asked how urgent commissions are being managed, without formal agreement from DHAC on the delivery plan. Christopher Wroath informed the Committee that these requests are monitored and approved by the NES Executive Team via the Corporate Radar process. Once approved NTS review how this may impact the overarching delivery plan.
- 8.6 The Committee asked that a key is added to the plan to explain the colour coding. Action: CW
- 8.7 The Committee thanked Christopher for the report and confirmed it provided them with satisfactory assurance.

# 9. Cyber Security

9.1 The Chair invited Christopher Wroath to introduce the paper and highlight any key areas relating to Cyber Security in NES.

(NES/TI/24/15)

- 9.2 The Committee noted that the June 2024 Network Information Systems (NIS) audit report was issued in June 2024, with NES achieving an overall compliance status of 92%. An Action Plan has been produced and the 2025-2026 NIS Audit will take place April - June 2025.
- 9.3 The National Cyber Security Centre (NCSC) "Cyber security: top tips for staff" training module has been added to Turas Learn and continues to be actively promoted. NES will be preparing a cyber awareness campaign for NES staff to coincide with Cyber Security Month in October 2024.
- 9.4 A question was raised on how robust the NIS Audit is in relation to providing assurance that cyber security is adequately managed. Christopher Wroath explained that the NIS Audit specifically looks at the information infrastructure and the practical implementation of this. Christopher Wroath assured the Committee that in order to provide further assurance in relation to the processes in place, NES have arranged for internal audits to be conducted to support this.
- 9.5 A revised NES Cyber Incident Response Plan is currently being drafted. This is expected to be completed by the end August 2024.
- 9.6 NES Internal Auditors have confirmed that the paper "NES Cloud Services Shared Responsibility Model" and the detail contained within is sufficient evidence to close the outstanding Cloud Disaster Recovery audit actions, marking them as complete.
- 9.7 The Committee thanked Christopher Wroath for the report and confirmed it provided them with satisfactory assurance.

# 10. Accelerated National Innovation Adoption (ANIA) Programme

(NES/TI/24/16)

- 10.1 The Chair invite Christopher Wroath to update on the ANIA Programme.
- 10.2 Christopher Wroath informed the Committee that the revised delivery plan for Digital Dermatology was approved by the Innovation Design Authority (IDA) in May 2024 and is now being manged by the Programme Delivery Board. Technical elements of the programme are being taken forward by NTS and NTS are also supporting the wider programme team in the development of the education and training elements as required.
- 10.3 A question was asked regarding how the roll out and utilisation of the technology will be monitored across the service. Christopher Wroath explained that the roll out has been delayed by 5-6 weeks and will take place in October 2024. Karen Reid explained that NES is responsible for the technology and the Boards are

responsible for utilising the technology, however NES will support Boards with education and training.

- 10.4 The Committee noted that the Digital Skills Programme is a key programme to support the upskilling of Health and Care staff.
- 10.5 The Committee thanked Christopher Wroath for the report and confirmed it provided them with satisfactory assurance.

# **11.** Digital Skills and Leadership Programme(NES/TI/24/17)

- 11.1 The Chair welcomed Paula Baird to the meeting and invited her to provide an update on progress of the Digital Skills and Leadership Programme.
- 11.2 Paula Baird informed the Committee that the programme of work is on track and on budget except for embedding Viva Engage into the Microsoft 365 skills hub.
- 11.3 The Committee asked for more information regarding the delay to embedding Vivia Engage into the Microsoft 365 suite of applications. Paula Baird explained that implementation of new applications is agreed at a national level.
- 11.4 The Chair drew attention to what he regarded as a lack of clarity in reporting the NES position in relation to the Leading in the Digital Age Board Development sessions, where it was stated that NES would not be undertaking the training as a whole board due to other priorities. He assured members of the Committee that this was not the case as NES lead and champion the programme and three members of the Board have already attended or are about to do so. The Chair explained that other members had been encouraged to attend but as a high performing and Digitally expert Board, providing National solutions, some members of the Board were already operating above the level which the programme seeks to address.
- 11.5 The Committee also recognised that there is interest amongst Board members to participate in mixed sessions with other Health Boards which, they felt, brought a richer range of views to the sessions.
- 11.6 The Chair also queried the suggestion in the paper that unless Boards attended these sessions, as a group, their senior officers would not be offered the training. Paula Baird confirmed that a decision was made in July to open up the sessions to the next level of managers without this proviso. She informed the Committee that Board members could register their interest for any of the future sessions.

- 11.7 The Committee thanked Paula Baird for the report and confirmed it provided them with satisfactory assurance.
- 11.8 Paula Baird left the meeting.

# 12. Turas Refresh Progress Report

(NES/TI/24/18)

- 12.1 The Chair welcomed Kevin Kelman to the meeting and invited him to provide an update on progress of the Turas Refresh Programme.
- 12.2 Kevin Kelman informed the Committee that Scottish Government (SG) have acknowledged the Turas Refresh Outline Business Case (OBC) and that it will be discussed at the Health and Social Care Management Board week beginning 02 September 2024. The Committee noted that activity continues towards completion of a Full Business Case, as per the recommendations detailed in the OBC paper presented to TIC on 13 May 2024.
- 12.3 Discussion took place regarding the benefits of Turas becoming a Once for Scotland platform for education and training resources and the Committee noted the importance of continued engagement with SG, highlighting the benefits of investing to create future savings.
- 12.4 The Committee noted the strategic considerations resulting from the OBC and other horizon scanning activity alongside the Turas Refresh Monthly Report (July - August 2024).
- 12.5 The Committee thanked Kevin Kelman for the report and confirmed that they were happy to approve the report.
- 12.6 Kevin Kelman left the meeting.

# **13.** TIC Delegated Strategic Risk Report(NES/TI/24/19)

- 13.1 The Chair welcomed Debbie Lewsley to the meeting and invited her to provide an update regarding the 5 strategic risks delegated by the Board to the TIC.
- 13.2 The Committee noted the five strategic risks considered relevant to TIC's remitted responsibilities and that the Committee's Strategic Risks have been subject to a recent review by individual risk owners.
- 13.3 Debbie Lewsley informed the Committee that Strategic Risk 8 has been realigned from the Governance category to the Operational category, the risk now sits within the Board Risk Appetite.

- 13.4 The Committee noted there have been no changes to other risks aligned to TIC within this reporting period.
- 13.5 The Committee requested that further information is provided in the narrative for actions relating to Risk 6 and to identify further mitigating actions for Risk 7, including additional information regarding the Internal Audit arrangements.

Action: CW/DL

- 13.6 Discussion took place regarding whether Risk 6 and 7 should be classified as Governance or Operational and it was agreed that the narrative of these risks would be reviewed. **Action: CW/DL**
- 13.7 The Committee thanked Debbie Lewsley for the report and confirmed it provided them with satisfactory assurance.
- 13.8 Debbie Lewsley left the meeting.

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

(NES/TI/24/20)

- 14.1 The Chair invited Christopher Wroath to introduce the report, which presented progress against the SKPIs delegated to this Committee as of Quarter 2 2024-25.
- 14.2 This is the first time that the SKPIs have been presented to this Committee for scrutiny prior to review by the Board at their meeting on 21 November 2024.
- 14.3 The Committee acknowledged the five SKPIs delegated to it and noted that data for one of these indicators is scheduled to be presented for the first time at the end of 2024-25 Quarter 2.
- 14.4 The Committee confirmed it provided them with satisfactory assurance.

## **15.** Annual Information Governance Report **2023/2024** (NES/TI/24/21)

- 15.1 The Chair invited Christopher Wroath to present the 2023-24 Annual Information Governance Report.
- 15.2 The Committee noted the number of Freedom of Information (FOI) requests received in 2023/24 and that this figure is similar to financial year 2022/23.
- 15.3 A query was raised regarding if mitigations are put in place to prevent FOI requests being made, for example publishing information on the NES website. Karen Reid informed the Committee the nature of FOI is monitored regularly, and mitigations implemented where possible. Colin Brown assured the Committee that each FOI response is reviewed by senior leaders prior to submission.

- 15.4 The Committee asked that for future reports figures of essential learning completion rates are split between new and existing staff members. Action: CW
- 15.5 The Committee confirmed they were content to approve the annual report for onward submission to the 26 September Board.

#### **16.** Annual Information Security Report 2023/2024 (NES/TI/24/22)

- 16.1 The Chair invited David Felix to present the report which provided the Committee with assurance around NES compliance with the Caldicott Principles.
- 16.2 Christopher Wroath informed the Committee that a number of policies and procedures are overdue for review due to workload pressures. He assured the Committee that there is a commitment to carry out these reviews in Q1 2024/2025.
- 16.3 The Committee confirmed that they were content to approve the annual report for onward submission to the 26 September 2024 Board.

#### 17. Annual Caldicott Guardian Report 2023/2024 (NES/TC/24/23)

- 17.1 The Chair invited David Felix to introduce the Annual Caldicott Guardian report.
- 17.2 The Committee acknowledged that the report has been updated in response to comments from Committee members regarding last years' report. The updated report now includes the length of time data was exposed during data breaches, lessons learned, and highlights actions taken place to prevent similar breaches in future.
- 17.3 David Felix provided assurance to the Committee that the Caldicott principles had been upheld across NES during 2023/24 and that all appropriate measures were in place.
- 17.4 David Felix informed the Committee that no new patient identifiable data processing was undertaken within NES in 2023/24. The committee noted the number of incidents and information breaches reported and that figures are similar to financial year 2022/23. David Felix informed the Committee that none of the breaches were required to be reported to the Information Commissioner Office.
- 17.5 David Felix thanked Tracey Gill, (Principal Analyst, Information Governance and Security, NTS) and her team for their work in producing the report. He added that the team has recently expanded which has provided additional support to a busy team. Christopher Wroath added that Tracey Gill has been invited to chair the National Information Governance Group.

17.6 The Committee confirmed that they were satisfied that NES was compliant with the Caldicott Principles and were content to approve the annual report for onward submission to the 26 September 2024 Board.

# 18. Proposal to dissolve the TIC

- 18.1 The Chair updated the Committee on plans to dissolve the TIC and create a new Committee.
- 18.2 The Committee noted that the NES Board Chair and NES Chief Executive have recently met to discuss the creation of the new Committee. The Committee will cover Strategy, Technology and Planning and Performance. The NES Non-Executives and NES Executive Team will be given the opportunity to comment on the draft Terms of Reference of the new Committee in due course.
- 18.3 The Committee noted that there are 2 TIC meetings scheduled before the end of the financial year and these will take place, with the new Committee formally starting in the new financial year.
- 18.4 The Chair advised that a shadow meeting of the new Committee may also be held early in 2025.

## 19. KPMG Internal Audit report – NTS Strategic Planning

19.1 The Committee were content with the recommendations in the report, which were submitted to the Audit and Risk Committee on 13 June 2024. The Committee congratulated Christopher Wroath and his team for the positive results of the report and noted that progress against the actions will be reported to the next TIC meeting on 04 November 2024.

## 20. Reappointment of Co-opted member 01 September 2024 – 31 August 2025

20.1 The Committee to noted that the Board approved the reappointment of Coopted member, Angus McCann to 31 August 2025.

## 21. Turas Refresh Project Minutes

- 21.1 The Committee noted the April, May and June minutes of the Turas Refresh Project.
- 21.2 The Committee noted that the ToRs has been submitted to the May meeting for information.

# 22. Identification of any new risks emerging from this meeting

22.1 The Committee agreed that no new risks were identified as a result of discussions during the meeting.

#### 23. Review of Effectiveness of Meeting

23.1 The Committee agreed that the meeting had operated effectively.

#### 24. Any Other Business

24.1 No other business was raised for discussion.

#### 25. Date and time of next meeting

25.1 The next meeting of the Technology and Information Committee will be held on Monday 04<sup>th</sup> November 2024 via Microsoft Teams at 10:15.

NES August 2024 JA/LS/CW/DG

## **TECHNOLOGY AND INFORMATION COMMITTEE**

NES/TI/25/02

Minutes of the Fifteenth NES Technology and Information Committee held on Monday 02 December 2024 12:00 – 14:00 via Microsoft Teams.

Present:	David Garbutt, Non-Executive Director and Chair of TIC Ally Boyle, Non-Executive Director Shona Cowan, Non-Executive Director Jean Ford, Non-Executive Director (from item 07) Angus McCann, Ex-Officio Member and Non-Executive Director
In attendance:	Jenn Allison, Senior Officer, Board / CEO Office Colin Brown, Head of Strategic Development Paula Baird, Principal Lead, Workforce (item 13) David Felix, Postgraduate Dean, Dental (Caldicott Guardian) Kevin Kelman, Director of NHS Scotland Academy, Learning and Innovation (item 10) Debbie Lewsley, Risk Manager (item 11) Jackie Sweeney, Finance Manager Marisa Wedderspoon, Senior Specialist Lead, NTS Christopher Wroath, Director of NTS

#### 1. Welcome and introductions

1.1 The Chair welcomed everyone to the meeting.

## 2. Apologies for absence

- 2.1 Apologies had been received from Karen Reid, Chief Executive Officer, Jim Boyle, Executive Director of Finance and Della Thomas, Board Secretary.
- 2.2 Jean Ford joined the meeting at item 07.

## 3. Declarations of interest

3.1 The Committee confirmed 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.

## 5. Draft Minutes of the meeting 27 August 2024 (NES/TI/24/38)

5.1 The Committee approved the draft minutes.

## 6. Committee Rolling Action Log

6.1 The Committee noted that all 5 of the actions had been marked as complete or closed.

# 7. Executive Lead Officer's Report

- 7.1 The Chair invited Christopher Wroath to make introductory remarks in relation to the Executive Lead Officer's Report to provide the Committee with an overview of progress on delivery since the last meeting on 27 August 2024.
- 7.2 Christopher Wroath informed the Committee that there is still uncertainty regarding the funding for Digital Prescribing and Dispensing Pathways (DPDP). Christopher Wroath explained that no formal commissioning letter has been received for this financial year's commissioned work, which includes no confirmation of multi-year funding.
- 7.3 The Committee noted that this may impact on delivery and may result in some monies already received for this financial year to be returned due to time constraints to complete the work by March 2025.
- 7.4 The Committee raised a concern that NES are ready to commence the DPDP work however, cannot do so until the commissioning letter has been received. The Committee noted their frustration at this delay, particularly given that the work is a Cabinet Secretary priority.
- 7.5 Christopher Wroath advised the Committee that concerns have been raised and recorded during Digital Health and Care Directorate (DHAC) Programme Board meetings. The Committee noted that a joint letter has been written to Scottish Government (SG) from Christopher Wroath and the Senior Information Risk Owner (SIRO) of NSS asking for the commissioning letter to be issued.
- 7.6 The Committee asked how much of the budget would be returned to SG if the commissioning letter was not received in time and if there would be any possibility of budget being carried over into 2025-26. Christopher Wroath informed the Committee that 2.5million has been received for the National Digital Platform (NDP), Digital Front Door (DFD) and DPDP however, he was unable to confirm if it would be possible to carry over. Christopher Wroath added that a priority at present is to seek confirmation from SG that they commit to all three programs of work into the next financial year.

(NES/TI/24/39)

(NES/TI/24/40)

- 7.7 The Committee noted that Digital Dermatology is now live, and Christopher Wroath informed the Committee that this has been a complex piece of work involving multiple Health Boards, including an interplay with the NDP. Christopher Wroath commended everyone involved in this work, which has been an excellent result for the National Centre for Sustainable Delivery (CfSD).
- 7.8 Christopher Wroath updated the Committee that following the Operational Planning exercise the demand for NTS work is higher than capacity for financial year 2025-26.
- 7.9 The Committee thanked Christopher Wroath for the report and confirmed it provided them with satisfactory assurance.
  - 8. NTS Consolidated Delivery Plan Update 2024-25
- 8.1 The Chair invited Christopher Wroath to update on the development of the NES Technology Service (NTS) consolidated delivery plan for 2024-25.
- 8.2 The NES Delivery Plan was presented to the Executive Team at the start of July and the work has been agreed for the remainder of 2024-25.
- 8.3 Christopher Wroath informed the Committee that work continues at pace to reach agreement on the DHAC plan. The Committee noted that until the planning work in SG is complete NTS cannot have a fully completed, consolidated delivery plan but this is expected imminently.
- 8.4 When both plans have been agreed, a consolidated NTS Delivery Plan will be made available for all Stakeholders. It is anticipated this will be submitted to the January TIC meeting. The Committee emphasised that it would be helpful to see Action: CW the plan.
- 8.5 The Committee thanked Christopher for the report and confirmed it provided them with satisfactory assurance.

#### 9. **Cyber Security**

- 9.1 The Chair invited Christopher Wroath to introduce the paper and highlight any key areas relating to Cyber Security in NES.
- 9.2 Christopher Wroath informed the Committee that Microsoft Cloud App Security (MCAS) conditional access policies were implemented for NES staff in November 2024 as part of a wider national implementation across all health boards. The Committee noted that the purpose of this is to restrict what actions can be carried

(NES/TI/24/42)

(NES/TI/24/41)

out on Microsoft 365 services from unmanaged/personal devices used by NHSS staff to better secure data within the platform.

- 9.3 The Committee requested that information is provided within the next paper outlining the work being done to prevent human error. Colin Brown suggested that the human factors team may be able to support this. The Committee suggested that further development of the NES Business Continuity Plan could also support this.
  Action: CW
- 9.4 The Committee thanked Christopher Wroath for the report and confirmed it provided them with satisfactory assurance.

# **10.** Turas Refresh Progress Report(NES/TI/24/43)

- 10.1 The Chair welcomed Kevin Kelman to the meeting and invited him to provide an update on progress of the Turas Refresh Programme.
- 10.2 Kevin Kelman informed the Committee that there has been delay in a decision in relation to the funding request detailed in the Outline Business Case (OBC) to SG. Since the papers were distributed, SG have confirmed that no funding will be available from the Workforce Directorate, however added that this work could be considered under the wider DHAC envelope.
- 10.3 The Committee noted that the Turas Refresh Programme raised a formal risk in relation to the impact of this delay at the November Turas Refresh Programme Board (TRPB). Mitigations will include the exploration of scenario planning and prioritisation.
- 10.4 The Committee emphasised that as well as a strong economic case for improving Turas, there is also a strong case for increased user experience. The Committee raised concerns that delaying progress due to limited funding will lead to increased costs for NHS Scotland in the future if improvement work is not prioritised.
- 10.5 The Committee asked why the employment of a Health Economist did not cover as full a scope as initially intended. Kevin Kelman explained that Health Economists have limited capacity across Scotland and the post was unable to be filled on a full-time basis.
- 10.6 The Committee noted that horizon scanning activities flagged the following interdependencies and potential impact on the Programme, including SG's Government's Vision for Reform. As a result of this, the TRPB, approved by the Transformation Group, have refined the Programme Vision Statement to: *Harnessing technology to deliver accessible, personalised, engaging learning*

experiences which enables individuals and organisations to deliver high-quality care to the people of Scotland.

- 10.7 The Committee thanked Kevin Kelman for the report and confirmed that they were happy to approve the report.
- 10.8 Kevin Kelman left the meeting.

#### 11. TIC Delegated Strategic Risk Report

(NES/TI/24/44)

- 11.1 The Chair welcomed Debbie Lewsley to the meeting and invited her to provide an update regarding the five strategic risks delegated to the TIC, which had been subject to a recent review by individual risk owners.
- 11.2 Debbie Lewsley noted that at its 03 October 2024 meeting the ARC approved a proposal to enhance NES's Risk Control Assurance. Debbie Lewsley informed the Committee that the control assessments will be included in a revised reporting template that will be applied in the next quarterly TIC Governance Strategic Risk Report.
- 11.3 The Committee welcomed this improvement, noting that there still appear to be inconsistencies in terms of how the controls are applied. Debbie Lewsley assured the Committee that these will be reviewed by the Risk Management Group (RMG) in due course.
- 11.4 A question was raised regarding controls in relation to readiness of staff in response to potential outage. Christopher Wroath assured the Committee that NTS staff are fully prepared to enact instant response plans, however agreed that it would be useful to consider readiness from the rest of the organisation in terms of response to an outage.
  Action: CW/DL
- 11.5 The Committee noted that following an ask by the NES Board and the Technology and Information Committee a further review of Strategic Risk 6 and Strategic Risk 7 was undertaken by the Executive Team. The Executive Team agreed they were content that these risks are aligned to the appropriate primary category of Governance with alignment to Operational as a secondary category.
- 11.6 The Committee felt that Strategic Risk 6 was more positive than the score reflected however, Debbie Lewsley explained that the green rating reflected the progress of actions and agreed to include a key explaining rag statuses on the future risk reports. Action: DL

- 11.7 The Committee requested that actions for Strategic Risk 15 reflect greater recognition of culture / staff roles. Action: DL
- 11.8 Christopher Wroath informed the Committee that a forthcoming Internal Audit will focus around NTS Strategic Risks.
- 11.9 The Committee noted that the net Risk rating, for 3 of the NES Technology Service (NTS) risks, currently sit outwith the agreed Board appetite.
- 11.10 The Committee noted Strategic Risk 13, which had been shared with the Committee for information. Debbie Lewsley informed the Committee that the risk has been recently reviewed with no movement to the risk rating, however additional controls and actions have been strengthened to include Workforce Planning to support the mitigation of the risk.
- 11.11 The Committee thanked Debbie Lewsley for the report and confirmed it provided them with satisfactory assurance.
- 11.12 Debbie Lewsley left the meeting.

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

(NES/TI/24/45)

- 12.1 The Chair invited Christopher Wroath to introduce the report, which presented progress against the SKPIs delegated to this Committee as of Quarter 3 2024-25.
- 12.2 Christopher Wroath informed the Committee that the definition of outage would be further clarified in relation to one of the SKPIs. The Committee noted that there was a recent outage experienced at the Frankland Building in Dundee, however this was due to the Scottish Wide Area Network (SWAN) outage, which is outwith NES' control.
- 12.3 The Committee acknowledged the five SKPIs delegated to it and that they are all rated green. The Committee confirmed the report provided them with satisfactory assurance.

## **13.** Digital Skills and Leadership Programme(NES/TI/24/46)

- 13.1 The Chair welcomed Paula Baird to the meeting and invited her to provide an update on the progress of the Digital Skills and Leadership Programme.
- 13.2 Paula Baird informed the Committee that the programme of work is on track and on budget except for embedding Viva Engage into the Microsoft 365 skills hub.

- 13.3 The Committee congratulated the Digitally Enabled Workforce Team (DEW) on being selected as one of the 10 finalists in the 'Digital Skills or Talent Initiative of the Year' category in the Digital Leaders 100 awards.
- 13.4 The Committee raised a question regarding the Alumni network and links to the NES Innovation team. Paula Baird informed the Committee that there was an Alumni event last week regarding innovation and confirmed that all networks are linked to relevant areas of work.
- 13.5 A further question was asked about the impact on Health Boards. Paula Baird informed the Committee that evaluation is conducted in all areas of work and that there is a correlation between positive results of Digital Maturity Assessments for Health Boards who have engaged in programmes.
- 13.6 The Committee raised a question in relation to the NES Stakeholder Survey which identified that Stakeholders don't understand the full picture of NES' Digital responsibilities and suggested it would be helpful to link in with the Communication team to highlight priority areas.
  Action: PB
- 13.7 The Committee asked a question regarding expectations of Boards in relation to the Digital Mindset Programme, suggesting that the Board Chief Executives (BCE) Forum may be a good place to promote the programme as well as set expectations. Paula Baird informed the Committee that Communications regarding the Programme is already planned for January. The Committee noted that numerous Health Boards have already taken part in this programme and that requests have been made for follow up sessions and mixed Board sessions.
- 13.8 A question was asked regarding the Public Sector Scottish Digital Academy (SDA) and Paula Baird confirmed that NES is in communication with the SDA and they have sight of all NES' resources.
- 13.9 The Committee thanked Paula Baird for the report and confirmed it provided them with satisfactory assurance.
- 13.10 Paula Baird left the meeting.

## 14. Turas Refresh Project Minutes

- 14.1 The Committee noted the 20 August 2024 and 17 September 2024 minutes.
  - 15. Identification of any new risks emerging from this meeting

- 15.1 The Committee agreed that no new risks were identified as a result of discussions during the meeting.
- 15.2 Christopher Wroath informed the Committee of a potential emerging risk in relation to the NHS Scotland (NHSS) Microsoft Office 365 contract. The Committee noted that re-negotiations are currently underway between NHSS Microsoft Cloud Strategy Board and Microsoft to agree licensing structure costs.

# 16. 2024/25 Mid-Year Equality and Diversity Outcomes Report

(NES/TI/24/47)

16.1 The Committee noted that the report was sent to members via correspondence on 31 October 2024. Members replied with feedback and approved the report for submission to the Board.

# 17. Review of Effectiveness of Meeting

17.1 The Committee agreed that the meeting had operated effectively.

## 18. Any Other Business

18.1 No other business was raised for discussion.

## 19. Date and time of next meeting

19.1 The next meeting of the Technology and Information Committee will be held on Monday 27<sup>th</sup> January 2024 via Microsoft Teams at 13:00-15:00.

NES December 2024 JA