

Quality Education for a Healthier Scotland

WORKFORCE PLAN

2016-17



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Executive Summary

We are a national special NHS Board working in partnership with our stakeholders to provide education, training and workforce development for those who work in and with NHSScotland.

We have a Scotland-wide role in undergraduate, postgraduate and continuing professional development and we maintain a local perspective through centres in Edinburgh, Glasgow, Dundee, Aberdeen and Inverness with over a 1,000 staff who work closely with frontline educational support roles and networks.

Our strategic framework for 2014-19 *Quality Education for a Healthier Scotland* is based around five strategic themes supported by nine key outcomes which are designed to improve specific areas of our business. These themes and outcomes support the three quality ambitions of safe, effective and person-centred care and make a significant contribution to the *Everyone Matters: 2020 Workforce Vision*. Our nine key outcomes are:

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

Our Vision is Quality Education for a Healthier Scotland; Our Mission is Education that enables excellence in Health and Care for the People of Scotland.

OUR STRATEGIC PRIORITIES FOR 2014-19

The planning year 2016-17 represents the third year of our refreshed Strategic Framework 2014-19 ¹*Quality Education for a Healthier Scotland*. This Workforce Plan 2016-17 supports the aims of the Framework, the implementation of the NHSScotland 2020 Vision, 'Everyone Matters' the NHSScotland 2020 Workforce Vision and the Quality Strategy.

NES is in a good position to not only support safe, effective and patient-centred care through well-educated and trained staff, but also to provide a significant contribution to a systematic and co-ordinated approach to workforce development across the public sector. We provide national support services to trainees including careers information, attraction and retention initiatives and single system employment services in support of trainees and other staff groups.

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

We are continuing to work to deliver the People and Organisational Development Strategy 2014-17 which will be reviewed in 2016-17 to ensure it remains fit for purpose for the last two years of the NES Strategic Framework. This Strategy - 'Ensuring Everyone Matters' - is supporting us to further '*enable a capable, sustainable and integrated workforce, led and managed in a healthy organisational culture.*' It sets out the people implications of our Strategic Framework, reflecting the NHSScotland Values and NES Ways of Working. It describes strategic priorities and how the Human Resources & Organisational Development function will work to deliver high quality, integrated HR & OD services to facilitate the achievement of the NES Strategic Framework and Everyone Matters.

NES has made and continues to make significant progress in developing a more integrated and efficient organisation. We are driving forward with the organisational change agenda and its accompanying workforce development requirements. We continue to work in a demanding operating context, which requires us to continue to focus on our Improvement and Efficiency Plans, the development of new and improved ways of working with a particular emphasis on digital solutions and web based technology. We need to deliver cash savings and efficiency gains enabling the organisation to respond to increasing demands for education and training in support of the NHSScotland and in a number of instances the wider care workforce.

NES is committed to optimising its capability to enable self- service for Managers and staff in support of shared services through the proactive implementation of e:ESS (national HR system) and in supporting all staff within NHSScotland and more widely across the care sector with learner centred access of education, training and workforce development.

In order to deliver on these complex and often conflicting demands we have to maintain a high level of staff engagement and sustain highly effective partnership relationships through a time of significant organisational change. We are also continuing to invest in the skills and abilities of managers to lead change in order to meet the needs of stakeholders which

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

includes an increasing focus on collaborative working across a diverse range of public sector partners.

Over the last two years, significant progress has been made with the implementation of our Digital Transformation programme building up to the roll out of national capability in support of our educational delivery to the health and care sector in 2017-18. We want to learn from and export the innovative approaches taken to skills development for Digital staff to other staff groups as part of our new Potential and Career Development Strategy. NES will also:

- ❖ identify and grow the potential of our current workforce, aligning and embedding the requirements of the NHSScotland Staff Governance Standard with an emphasis on optimising talent, and creating an excellent learning environment that enhances employee experience including '*iMatter*'
- ❖ develop our leadership and management capability to enable positive change, values and behaviours that improves the organisational performance with a focus on embedding our leadership behaviours at all levels in the organisation
- ❖ provide learning and career development plans that are aligned with corporate and operational plans and the implementation of our Potential and Career Development Strategy
- ❖ continue to deliver enhanced productivity and efficiency building on the considerable benefits of our Digital Transformation Strategy- 'My Data, My Resources, My Career.'
- ❖ further enhance management reporting on the NES staffing establishment supporting integrated workforce planning decisions and enable comprehensive self -service information to be readily available to both managers and staff as required
- ❖ continuing organisational re-design and change ensuring we have the right people, with the right skills, in the right place at the right time
- ❖ continuing our focus on enhancing the quality of conversations between managers and staff in support of greater alignment between NES corporate and operational plans and individual staff objectives

1. Introduction

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

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

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

We have a comprehensive 'Engagement and Intelligence Gathering' process which enables us to gather the views of all our stakeholders. They want a workforce that will deliver sustainable quality in those health and social care services which cross traditional organisational and professional boundaries. NES plans its delivery around five broad strategic themes:

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

Everyone Matters - the 2020 Workforce Vision for NHSScotland states:

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

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

The values that are shared across NHSScotland are:

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

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

In 2015-16, we agreed with the engagement of staff, the Executive Team, Staff Governance Committee and the Board our leadership behaviours. Our leadership behaviours - leadership at all levels - will drive the on-going development of our culture to deliver the flexible, integrated, team based, high performing organisation we need to be. Our leadership behaviours are:

- ❖ **Inspiring:** *passionate about our strategic mission and excellence; communicating purpose and vision with enthusiasm; innovative, and learning from success as well as setbacks.*
- ❖ **Empowering:** *giving our teams space and authority to deliver outcomes; investing in learning and development; expecting top performance and dealing with occasions where this is not delivered; being approachable and open to constructive challenge.*
- ❖ **Adaptive:** *able to respond flexibly to changing requirements and help others to do the same, recognising that required leadership and expertise may not always sit at the top of the hierarchy and actively encouraging good ideas/input from all levels.*
- ❖ **Collaborative:** *committed to working together, and across professional, clinical and organisational boundaries, internally and externally to achieve our objectives.*
- ❖ **Engaged and Engaging:** *committed to our values, agreed ways of working and our strategic objectives and operational direction, visible to stakeholders and to our teams, straightforward and honest in our communication.*

In 2015-16 we developed a Potential and Career Development Strategy (2016-2020) which sets out the key principles, opportunities and priority actions for developing the potential of our workforce. It is for all staff not in speciality training, irrespective of grade. The principles of the Strategy confirm the shared responsibilities of individuals, line managers and NES for maximising staff potential and supporting career development. They build on the national partnership principles set out in the Staff Governance Standard with a focus on empowering staff and leading adaptively through the NES Leadership Behaviours. The principles of this strategy are:

- ❖ Maximising potential through the employment cycle- a range of people management activities led by line managers
- ❖ Career Development driven by Skills Mapping
- ❖ Targeted Development to support Succession Planning

As part of the strategy we have outlined high level actions for the next four years across Attraction, Selection, Performance, Development, and Succession in order to deliver the strategy. This includes taking forward an agreed approach to succession planning. NES is

committed to developing and maintaining Succession Plan for key posts in support of business continuity and as a driver for recruitment, retention and workforce development. A risk rating approach has been adopted to the identification of key posts for which succession plans are required. This process is being led by our Operational Leadership Group and talent development opportunities will be planned as a result.

In 2015-16, we undertook an impact assessment on our *Manager's Passport* (which all managers are required to complete). Using the outputs from the impact assessment, we are moving forward with streamlining the practice standards focused on people management, specifically: *Health Safety and Wellbeing, Personal Governance, Delegation and Workload Management, Performance Management, Leading and Managing Change, Engaging and Motivating Others, Negotiating and Influencing and Managing Conflict*.

We are also looking at ways the wording can be made more clear as to how each activity is to be performed at each level and to reflect our leadership behaviours. This work is underway and will be taken forward in 2016-17.

NES has been working on a proposal to use the *Manager's Passport* to support the development of those who have been through *iMatter* with their teams. Strategic conversations with key stakeholder groups will take place in 2016-17. This work will also inform the development of the KSF Dimension *People Management* and we will be working within our organisation and collaboratively with a wide range of stakeholders to contribute to this development in 2016-17.

NES provides a national shared service for NHSScotland in relation to the recruitment and in some instances, employment of medical, dental, other vocational trainees and management trainees. NES is continuing to extend its national service delivery and from August 2016 will provide single system/Once for Scotland service to carry out PVG checks for all medical trainees across NHSScotland. This builds on our current national service as the Lead Sponsor for all medical trainees who require Tier 2 visa status in NHSScotland.

NES is currently in the process of implementing a significant programme of organisational change to enhance the organisational, leadership and workforce development support we can deliver to NHSScotland and to our own workforce. Implementation will be completed by 31 March 2017.

In support of delivery of these services NES provides for stakeholders a wide range of management information including equality and diversity data which supports continuous service improvement in recruitment and assessment of trainees and informs workforce planning across NHSScotland.

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

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

2. NES Initiatives, Priorities and Key Challenges for 2016-17

The priority initiatives for 2016-17 include the following:

- ❖ **Continue to deliver our People & OD Strategy** - (which includes our Learning & Development Strategy) - Ensure alignment with the NES Strategic Framework and operational plan requirements. Supporting staff with skills development within the context of organisational change will continue to be a priority for us.
- ❖ **Enhance Staff Experience** - Embed *iMatter*. We will review our staff governance performance management framework to embed the outcomes from *iMatter* and to provide a more integrated performance management reports that support Directorates in managing priorities and improvement; NES has held the Healthy Working Lives Gold Award since 2009 and successfully retained it in October, 2015. NES remains committed to promoting and supporting health and well-being, including mental health across the workforce.
- ❖ **Enhance Efficiency & Productivity** - Continue to identify efficiency and improvement plans to optimise the services that NES provides, exploring and developing new ways of working, in particular, placing digital technology as a key component of all enhancements to efficiency and productivity.
- ❖ **Objective Setting & Personal Development Planning** - Continue to learn from our annual Quality Assurance process continually improving into training, guidance and support for line managers and staff enabling overall quality improvement, alignment of objectives and personal development plans.
- ❖ **Leadership & Management Development** - To embed our leadership behaviours and begin the process of implementing our Potential and Career Development Strategy. During 2016-17 continue developing specific objectives relevant to each stage of the employment cycle that can be supported by leadership development interventions.
- ❖ **Maximise the contribution and potential of our staff** - Now that the national project to refresh the core dimension of Knowledge & Skills Framework has been completed, we will continue to participate in the national review of the people management dimension; we will continue to refine and identify other mechanisms that ensure learning and development requirements are accurately determined and develop our provision accordingly.

We will continue in partnership to operate our central process for awarding continuing education funding in support of fair and equal access to career development support for all staff. For 2016-17 we agreed to prioritise support for staff who wishes to access qualifications on the Education Pathway for Business and Administrative staff; we will proceed with our funded specific pilot projects to support the application of this pathway; we will review this approach for 2017-18 as we continue to find ways of enhancing access to education and workforce development for lower banded staff in particular.

At the NES staff conference in June 2016, NES held its second Staff Thanks and Recognition Scheme (STARS) in partnership to recognise and value our staff, to promote engagement and well-being, and to promote the NES Ways of Working.

- ❖ **Shared Services for Trainees** - To implement single system/Once for Scotland processing for PVG checks for medical trainees and review the potential to extend to other trainee groups; this is in addition to our Lead Sponsor role of Tier 2 Visa status for trainees making a significant contribution to enhancing the attractiveness of Scotland as a place to train and deliver increased efficiency and reduced costs for NHSScotland; NES will continue to promote a lead employer model for Medical trainees.
- ❖ **Recruitment and Selection** - We continue to improve our recruitment processes in support of enhanced attraction and selection. During 2016-17 we will embed our Leadership Behaviours within the attraction, assessment and selection stages of our appointment processes; we have successfully participated in the NHSScotland sponsored Disabled Graduate Scheme.
- ❖ **Youth Employment** - To contribute towards a sustainable workforce, we will continue to actively pursue all reasonable options to provide opportunity for young people to pursue a career with us and build on agreed principles for the continued employment of young people including our successful employment of modern apprentices.
- ❖ **Developing the Workforce NHSScotland** - NES will continue to be at forefront of educational solutions for the workforce of NHSScotland, and to contribute to the reshaping of that workforce including responding to the integration of health and social care. We will continue to convene the National Strategic Education Alliance which brings together leaders from across the health, skills and education sectors in support of joint up policy discussions and opportunities for more integrated responses to the education requirements of the health and care workforce.
- ❖ **Digital Strategy and Capability** - During 2016 NES will continue with the implementation of our Digital Strategy and the development of our staff in respect of digital capability; At the beginning of 2016-17 NES launched a re-designed Intranet optimising Office 365 cloud capability, which includes Yammer (internal collaborative working tool) and email system. This was implemented across the whole organisation in 'one go' enabled by the significant cultural change that our Digital Strategy has delivered within the organisation to date; NES will continue to roll out digital solutions to enable the workforce to use up to date digital technology to optimise productivity.
- ❖ **Organisational re-design and change** - In the course of 2016-17 we will continue to support the Directorates as they undergo change to achieve improved streamlining of their service delivery. All major change of this nature continue to be taken forward in partnership and overseen by the Change Management Programme Board (chaired by the Chief Executive).

In 2016-17, NES will continue to develop leaders and implementers respectively to have the confidence, capability, and tools and techniques to carry out organisational re-design and manage organisational change effectively. In the course of 2016-17 we will continue to support the realisation of the benefits of organisational change programmes.

Workforce planning is an integrated and on-going activity and this workforce plan is reviewed annually to ensure alignment with updated corporate and operational plans.

3. Planning Context within NES

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

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

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

- ❖ Financial - Over the last 4 years NES has had to identify significant cash and efficiency savings to meet on-going constraints in funding, implementing new ways of working and robust control of our staffing establishment are essential components of our Workforce Plan.
- ❖ The regulatory environment- particularly with reference to the General Medical and Dental Councils continues to place demands on all our work; NES supported the implementation of Nursing Revalidation in NHSScotland and implemented within NES.
- ❖ Rising expectations in the area of workforce analysis, intelligence, modelling and quality improvement with NES taking on greater responsibilities.
- ❖ Health and social care integration and public service reform, including our contribution to Public Services Collaborative Learning.
- ❖ Continued implementation of our property and asset management strategy.

- ❖ Organisation-wide and Directorate-based organisational change programmes. Current cross Directorate programmes include the Finance transformation and the alignment of our Digital Strategy. The benefits of a single Postgraduate Medical Deanery are now being realised and we will be identifying further opportunities for integrated operational service delivery in 2016-17.
- ❖ During 2016-17 we will complete the implementation a suite of Agenda for Change harmonised job descriptions which will make a significant contribution to efficient HR processes and provide opportunities for increased flexibility across the NES workforce; we will move the discussion away from job descriptions to objective setting.
- ❖ Proactive and anticipatory response to service challenges including health and social care integration.

In the course of preparing the 2016-17 Local Delivery Plan we worked to respond to different funding approaches from Scottish Government including a focus on outcomes and 'bundling' of a range of previously separate funding streams. This has resulted in a revision to our already robust establishment control procedures and further enhancement of our already close working with Directorates on all aspects of their operational and workforce plans. We will continue to drive forward with organisational change and realising efficiency and cash savings from our performance improvement programmes and implementing new ways of working.

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

Building on the successful implementation of our Property Strategy to date, we will proceed in 2016-17 with the rationalisation of our office space in Aberdeen. In the course of 2015-16, we carried out a significant strategic review of our approach to Agile Working in NES and in the course of 2016-17, we will be having a series of conversations to discuss the outcomes of that report and in partnership develop plans for taking forward an 'agile culture' and ways of working.

NES continues with its commitment to optimise employee performance management to deliver NES's strategic aim of establishing systems which better connect individual performance with the organisational aims and outputs. Annual Personal Review and Planning meetings, incorporating the Joint Development Review (JDR) for staff on Agenda for Change terms and conditions takes place between 1st April and 30th June each year. In the course of 2015-16 we reviewed further data on the quality of our objectives and personal development planning and rates of participation. We continue to perform well however there are challenges and we will continue to take actions to embed the culture which has a focus on high quality and meaningful conversations for all staff.

Progress is being tracked on the basis of activity recorded on the relevant online system: e-KSF for staff on Agenda for Change and Domino for other groups. We measure the proportion of staff with objectives, PDP's and annual reviews each year. In 2015, 73% of eligible staff had objectives for 2015-16 recorded online, with 68% having signed off PDPs for the same period, the latter figure reflecting ongoing difficulties some staff experience in ensuring agreed PDP's were properly signed off on one of the systems. National e-KSF reporting shows that 93% of Agenda for Change staff in NES had a Joint Development Review in 2015, the same proportion as in 2014. The difference between this figure and that for the "looking forward activities" of objective setting and development planning may be

explained by a proportion of staff completing this 'looking back' activity out with the three-month window for agreeing objectives and PDPs.

Our annual Quality Assurance process is now in its third year of operation and is providing us with data that can be used to support continuous improvement in this activity, both through the provision of guidance and training and via direct feedback to individuals and their line managers. This data, along with the above completion rate data and a number of other indicators, including iMatter, has been used as the basis for reviewing our progress with optimising performance management since the introduction of refreshed arrangements in 2013. The review will be used to identify what further interventions may help us to achieve our strategic aims and objectives.

Effective HR Business Partnering and Quality Assurance outcomes will be used to continue to offer appropriate development support for staff and line managers in this key area during 2016-17.

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

In 2015-16 NES ran in partnership a Voluntary Severance and Early Retirement Scheme and 7 staff were offered and accepted voluntary severance under the terms of this Scheme. It is unlikely that an open scheme will be implemented in 2016-17 in view of the challenges in deleting posts from our staffing establishment. We will continue to align these processes very closely to programmes of organisational change going forward.

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

4. Approach to Workforce Planning in NES

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

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

- ❖ Continue to embed Workforce Planning as an integral part of day to day business
- ❖ Develop workforce plans in partnership across the organisation
- ❖ Increase awareness of the financial position, age profile and workforce risks
- ❖ Develop a more efficient workforce, and have effective succession planning that prepares NES for future resource requirements
- ❖ Standardise and regularly consider workforce planning by the Executive Team, Staff Governance Committee and Partnership Forum
- ❖ Ensure integration and ownership of workforce planning across Directorates

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

NES also develops and agrees in Partnership an annual Self- Assessment Audit Tool (SAAT) Action Plan including our response to the NHSS Staff Survey. The SAAT is aligned to the Staff Governance Standard Monitoring Returns and iMatter.

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

Performance against Staff Governance Standards through these reports is monitored quarterly by the Staff Governance Committee and the Partnership Forum. Staff Governance and the experience that prospective and current staff have of NES continues to be very important to us and we have engaged fully with the NHSScotland iMatter programme as it moves towards full implementation across the service. NES was one of the first Health Boards to implement the model from December 2014, with 88% of staff provided with the opportunity to do so (75% of employees) completing the questionnaire in the first year.

Our aggregate Employment Engagement Index (EEI) of 78% compares favourably with the average for NHSScotland and reflects the generally very positive view that staff have of working in NES. Importantly, 81% of staff indicate being clear on how their role contributes to the aims of the organisation, whilst 78% of staff would recommend NES as a good place to work and 76% agree they get the time and resources they need to support their development and growth. Taken together these data indicate a good alignment between the workforce and organisation, despite significant and ongoing organisational change, and an above average level of satisfaction with support for personal and career development and the working environment that NES offers.

We anticipate that all staff based in NES offices will have participated in iMatter for the first time by the end of 2016, with a decision also expected during that time on the involvement of medical trainees.

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

5. Plan Purpose and Strategic Workforce Planning Objectives

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

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

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

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

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

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

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

As part of the Leadership and Management Development Framework NES introduced in 2012, we have continued to implement our Manager's Passport. This enables managers to assess themselves against agreed performance standards at core, intermediate and advanced level, and use this reflective practice to inform development planning.

By 31 March 2016, 75% of managers had completed a self-assessment with the Passport. Whilst not yet at our target of all managers having completed the self-assessment process, it has provided a focus on and structure for management development in NES. During 2015-16 we achieved SCQF Level 8 credit rating for two consolidated Springboard Workshops in

Team Leadership and Developing Others that will provide managers who choose to do so with the option of gaining transferrable academic credit from participation.

Following a successful pilot in 2015, we anticipate adding our 4 -day Coaching Skills programme to this portfolio of credit rated workshops in 2016.

Work on developing a Leadership Strategy for NES has also continued, with the NES Board agreeing a set of 5 leadership behaviours – developed through consultation with and using feedback from staff during 2015 – that will inform activities including recruitment and selection, the design of training and objective setting and development planning for managers. These have been communicated by the Chief Executive and will be the focus of internal leadership development work in 2016-17.

6. People and Organisational Development Strategy

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

7. Performance Management

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

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

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

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

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

8. Key Workforce Challenges

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

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

In the course of 2016-17 we will be continuing to implement organisational change across the organisation. We will also continue to fully participate in national programmes of change e.g. Shared Services.

Beginning with our managers, we continue to focus on our values and ways of working to deliver our strategic aims and objectives. Our strategic workforce objectives are to-

- ❖ maximise the potential and contribution of our current workforce
- ❖ continue to grow our leadership and management capability to manage change and performance and embed our leadership behaviours at all levels
- ❖ continue to provide learning and career development plans that are aligned with corporate and operational plans
- ❖ deliver enhanced productivity and efficiency that optimises digital capability
- ❖ create drivers for and support organisational re-design and change to ensure that we have the right people, with the right skills, in the right place at the right time
- ❖ continue to develop a clearer alignment between our corporate and operational plans and individual staff objectives
- ❖ improve the attractiveness of Scotland as a place to train through the alignment of the educational journey, with the employment journey
- ❖ support the Scottish Governments commitment to Youth Employment providing work experience and training opportunities for unemployed young people aged 16 to 24.

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

- ❖ Ensuring mechanisms are in place to inform and capture any future organisational change
- ❖ Supporting redesign issues with Directorates to enable organisational change

- ❖ Improved analysis of drivers for change in order to assess the implications on staff numbers and future projections
- ❖ Close links with other NHS Boards in order to consider the educational requirements that meet the significant change driven by health and care integration and the National Clinical Strategy
- ❖ Continuing to provide high quality workforce data
- ❖ Ensuring the Workforce Plan develops in sophistication and continues to be published annually
- ❖ Support the development of extended roles, identify gaps and address these with appropriate learning as required
- ❖ Monitoring the roll-out of our 'Manager's Passport' as part of our leadership and management framework
- ❖ Ensuring close alignment of the Workforce Plan to all other internal planning documents and in particular the Strategic Framework and Corporate Plan, Everyone Matters and our People & Organisational Development Strategy
- ❖ NES continues to work in partnership to develop policies and services that make a positive contribution to the attraction, retention and development of the trainee workforce in particular; there is an increasing focus on innovative ways to attract trainees in an internationally competitive market and strategies to retain talent in areas of the workforce where the supply is under pressure

9. Recruitment, Retention & Talent Management

NES has a highly skilled and professionally qualified workforce and has been successful in attracting talented staff to the organisation. In addition to monitoring turnover we also measure a stability index which measures the retention rate of employees with over one year's service. In 2015-16 our stability index averaged 88.5%. Recruitment and retention are not therefore significant issues for us, except that, in a changing work environment, staff turnover could be perceived as too low. The workforce challenge for NES is therefore to continue to develop our understanding of our staff skills base and to plan future development and succession planning.

We are working to increase flexibility of employment and significantly enhance efficiency by implementing where appropriate standard NES job descriptions which enable the workforce to be more responsive to changing organisational needs. This project will be completed in 2016-17.

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

Work continued during 2015-16 in developing a Potential and Career Development Strategy for NES. This includes provision for succession planning and targeted talent management in support of this, and for future work to incorporate the NES Education Pathways in a skills mapping tool for use by staff in planning development. The strategy highlights the importance to workforce development in NES of activities at all stages of the employment cycle. It recognises the importance of developing knowledge and skills on the job and through others.

The identification of key posts for succession planning, and addressing the risks associated with key posts being vacant for extended periods, is underway with senior managers from across NES Directorates. The method being adopted incorporates a risk rating approach to ensure objectivity and consistency with other aspects of NES' Business Continuity Planning. It is anticipated that targeted development plans will be agreed for those identified in succession plans during 2016-17.

In the course of 2016-17 NES will aim to confirm its approach to the presentation of workforce data in relation to maternity, parental and other forms of leave. This will enable us to report on and monitor over time, trends in the uptake of flexible working and progression of staff within the organisation.

10. Affordability/Availability and Adaptability

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

11. Risk Management

Through our regular monitoring of all workforce, financial and operational plans, NES is able to assess and manage workforce risks. NES recognises that a more formal approach to succession planning is required for roles beyond the senior management team and has begun to implement a risk based approach to succession planning which will be completed in 2016-17.

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

12. Workforce Supply

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

13. Equality and Diversity Profile

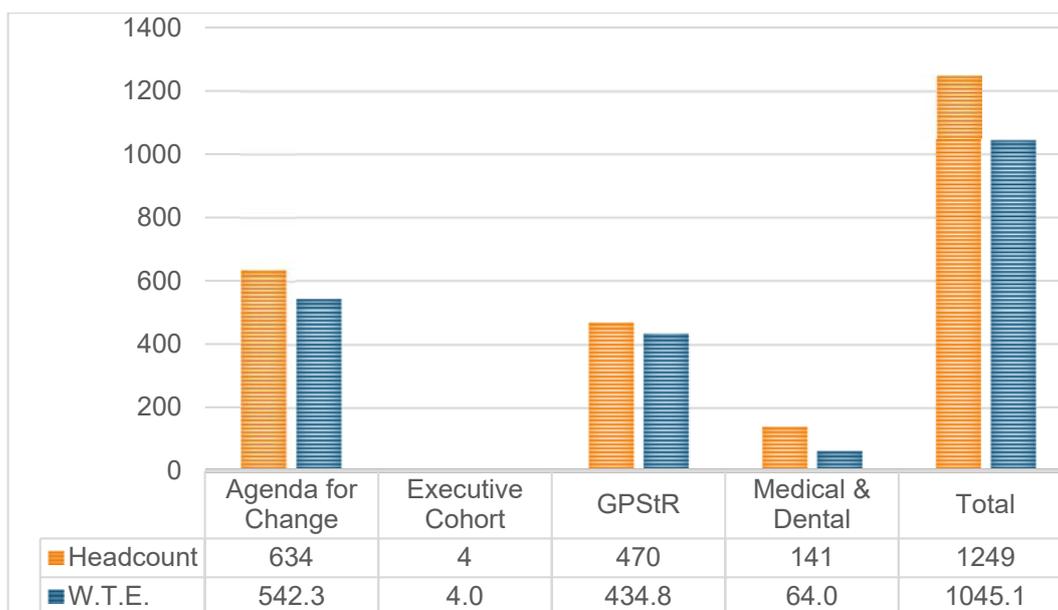
Appendix 2 - NES Equality and Diversity Profile

APPENDIX 1

1. WORKFORCE SUPPLY: CURRENT WORKFORCE

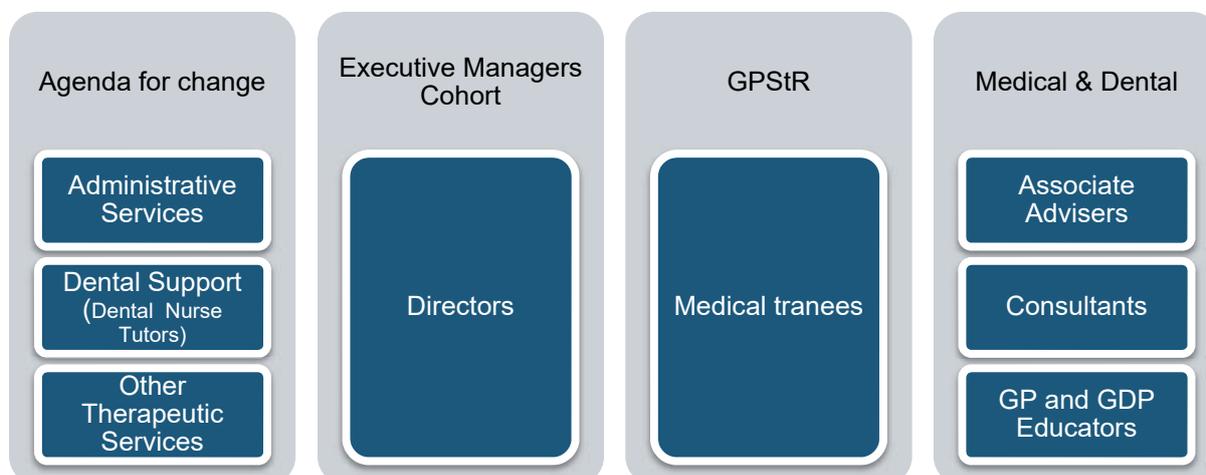
NHS Education for Scotland (NES) directly employed 1249 staff at 31st March 2016, this is known the headcount (HC). As some of these staff work part time, the whole time equivalent (WTE) figure is 1045.1. Figure 1 below shows the breakdown of workforce composition across the defined national pay scales.

Fig. 1: Staff categorisation by pay scale 31.03.2016



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

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



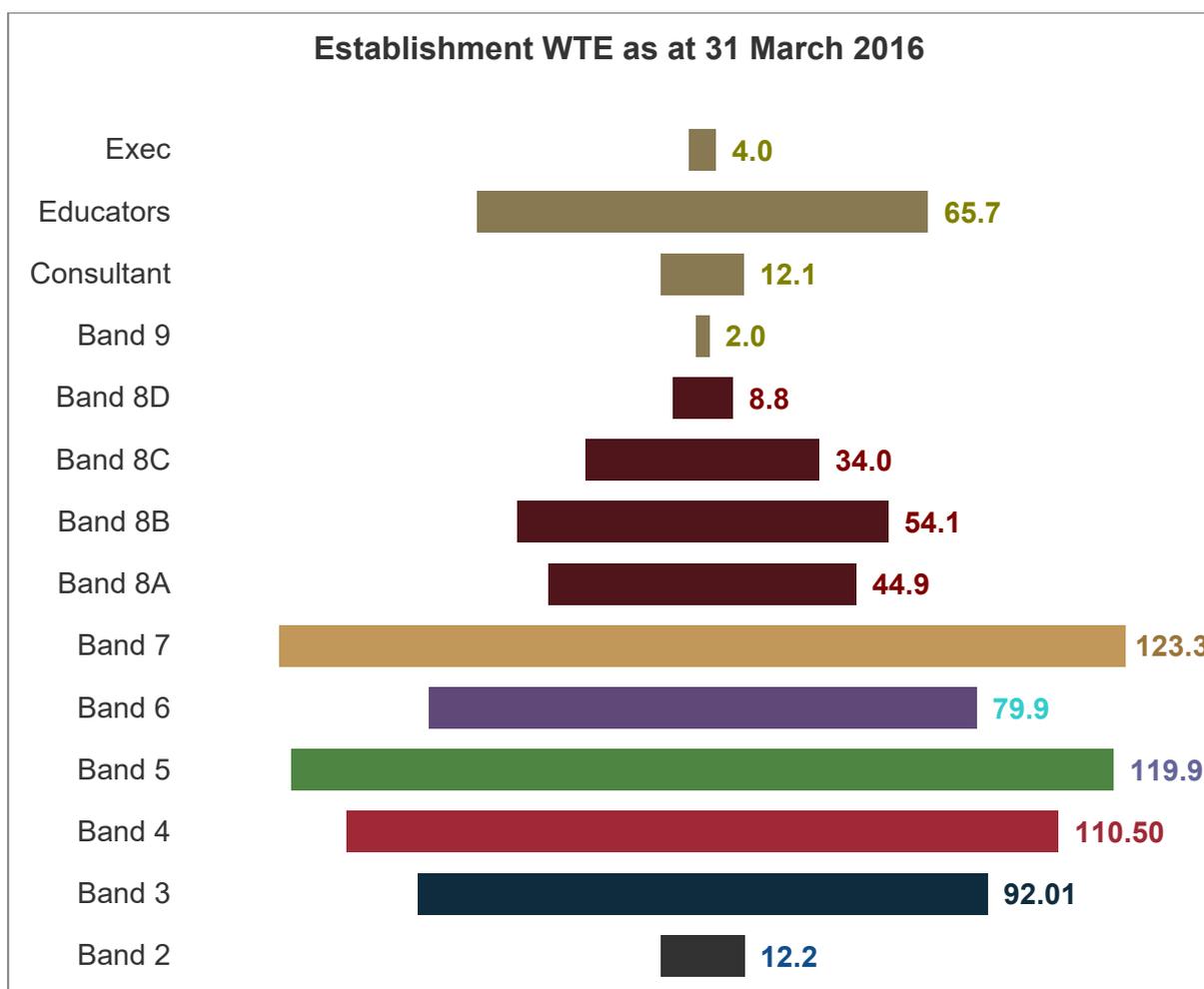
2. ESTABLISHMENT

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

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

Fig. 3: WTE Summary by Grade as at 31.03.16

1			2	3	4	5	6	7	8	NES Total	
Exec	Educ	Cons	Band 9	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7		Band 8
4	65.7	12.1	2	12.2	83.1	103.7	119.9	79.9	123.3	141.8	747.7



3. STAFF WORKING PATTERN & CONTRACT TYPE

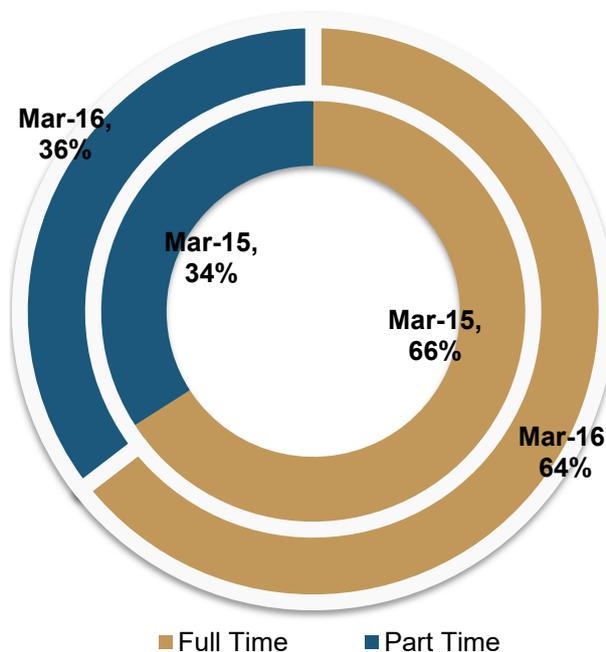
Flexible Working

As at 31st March 2016 a total of 36% of staff in NES worked part-time (see Figure 4), including those working compressed hours or having a flexible working pattern. This compared with 43.2% in NHS Scotland. There is a four percentage point increase of part-time working on the previous year's NES figures which reflects the application of fair access to flexible working practices for NES employees. These principles are embedded in NES Human Resources (HR) policies. The most common flexible working practices in NES were part-time working, compressed hours, job sharing and home working. In addition to this all NES staff are entitled to flexitime working arrangements. NES is committed to taking a

comprehensive, strategic but practical approach to realising the benefits of an

Agile Workforce. This approach applies across all of our office locations. As we have implemented our Workplace Strategy, continue to realise benefits we of contemporary facilities to create new working environments that enhance collaborative and team based working and support the development of a more integrated organisation.

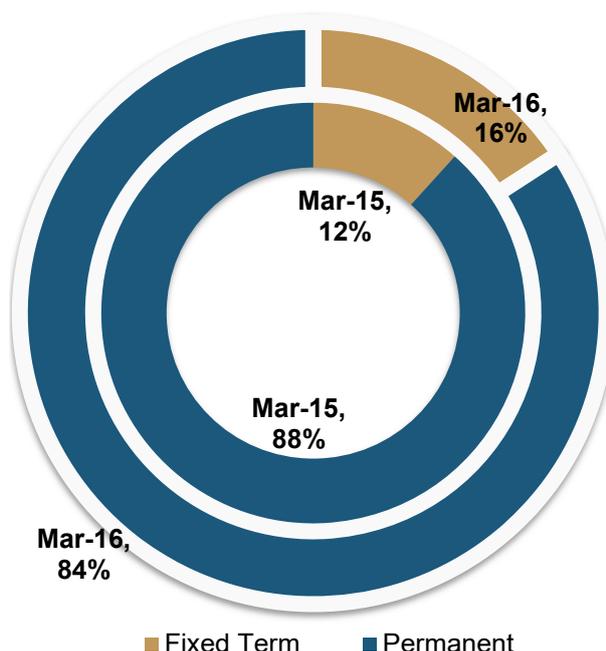
Fig. 4: Working Pattern as at 31.03.2016



Contract type

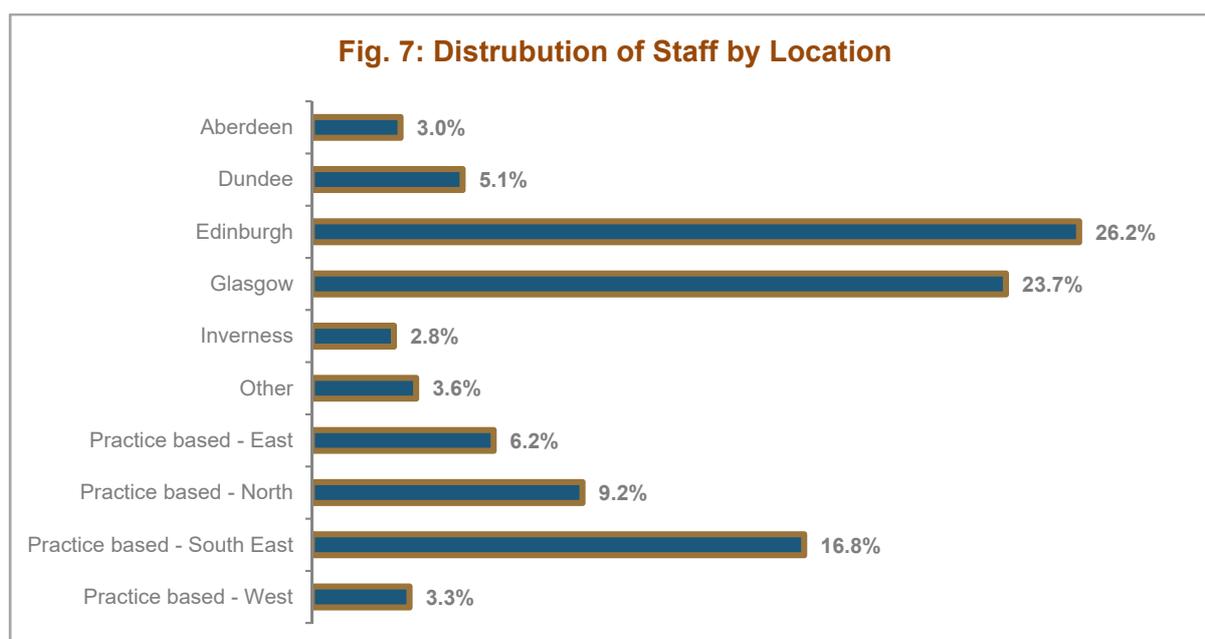
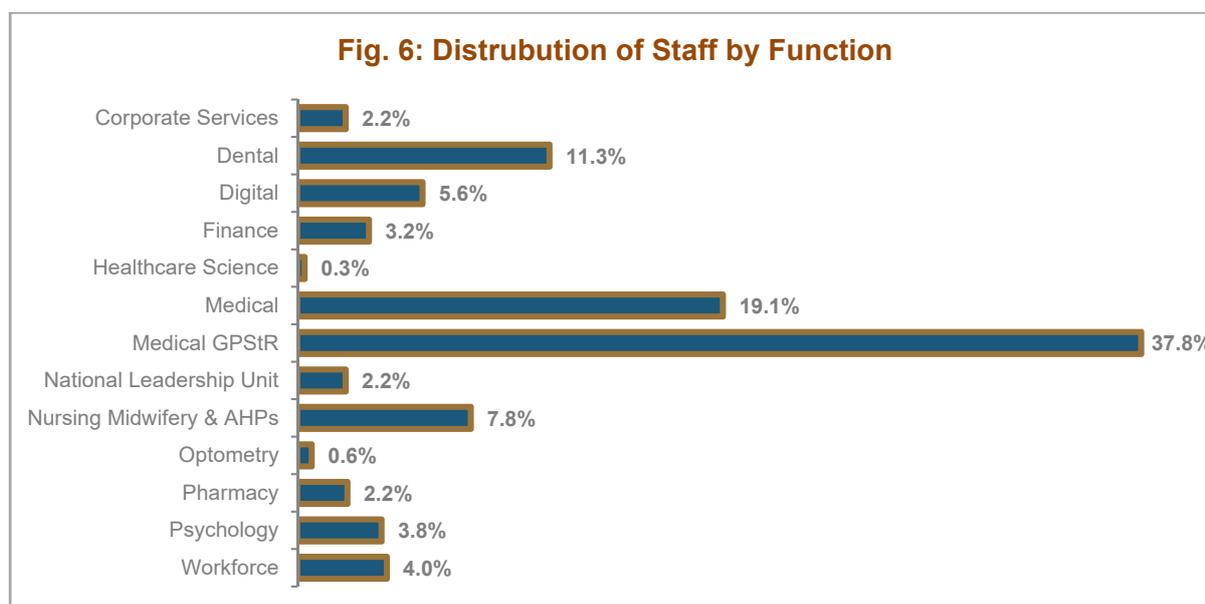
NES uses temporary workers to provide additional resources and to allow for flexibility on a short-term basis. We also continue to receive time limited funding in some areas which necessitates the use of fixed term contracts. To retain posts to be available for staff who become subject to redeployment as a result of organisational change we have a practice in partnership of making fixed term appointments where appropriate. The GPStRs are on fixed term contracts as NES only employ these trainees whilst they are in the GP component of the training programme. As at 31st March 2016, 16% of core NES staff were on fixed term contracts (see Figure 5).

Fig. 5: Contract types as at 31.03.2016



4. STAFF LOCATION AND FUNCTION

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

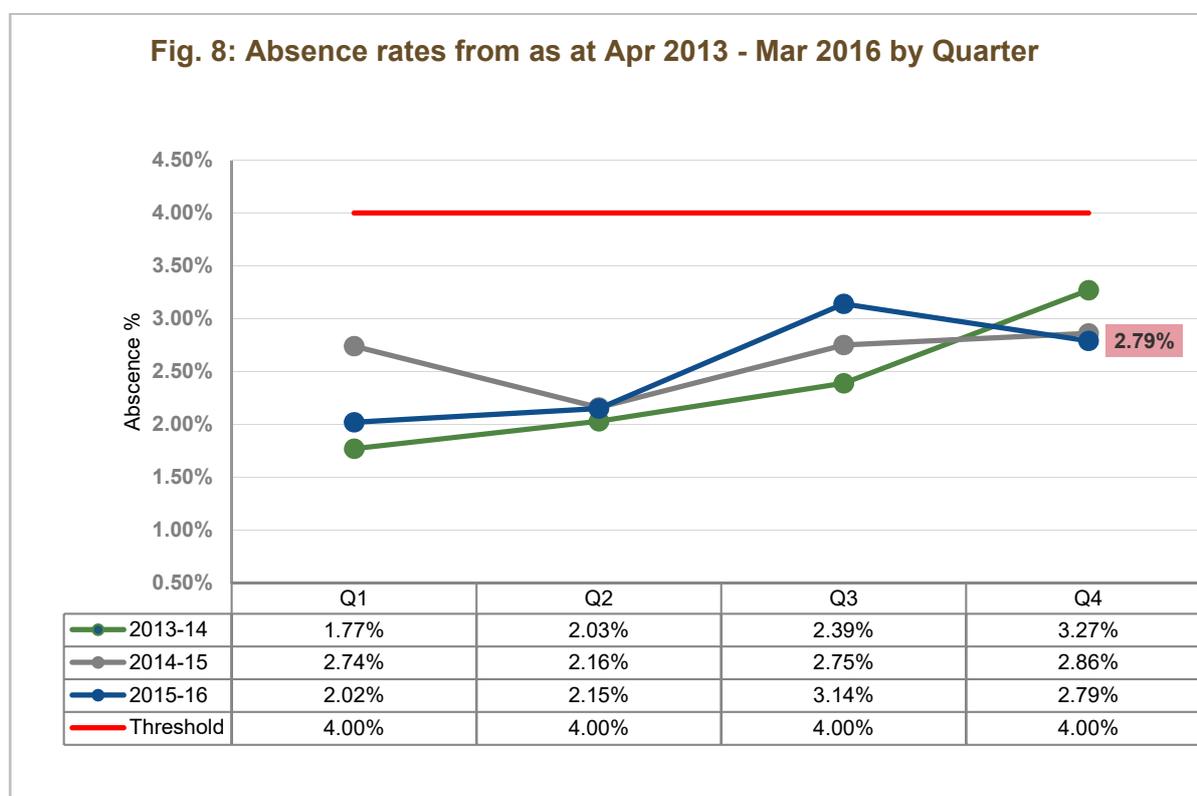


5. ABSENCE

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

In 2015/16 sickness absence averaged at 2.49%. This compared favourably with reported sickness absence figures across NHSS at 5.16%¹. In NES, the average number of days lost through sickness absence per employee per annum was 2.76 days as compared to 2.07 days in the previous year. Stress/anxiety and other illnesses were among the top five reasons for sickness absence within NES.

NES continued the wellness strategy to support all aspects of staff wellbeing which will continue to be embedded. Facilities such as the occupational health service and the ICAS independent counselling service are in place to support employees while at work and on sick leave as required. In 2015/16 NES has retained the Healthy Working Lives Gold Award.



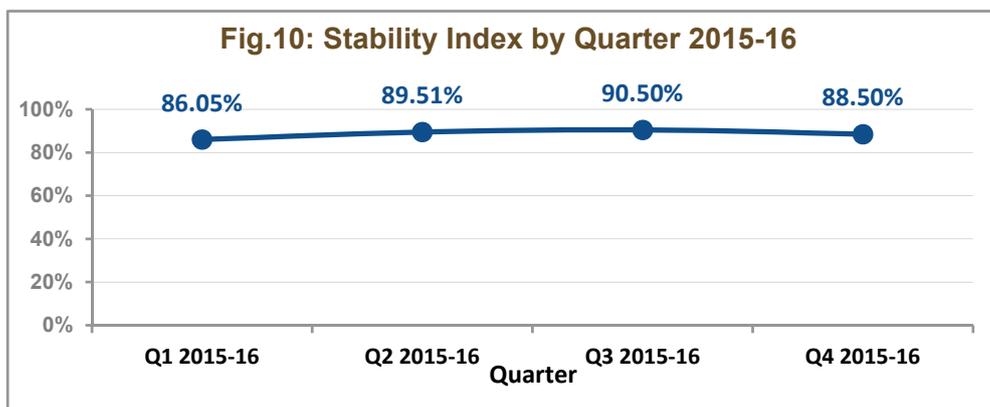
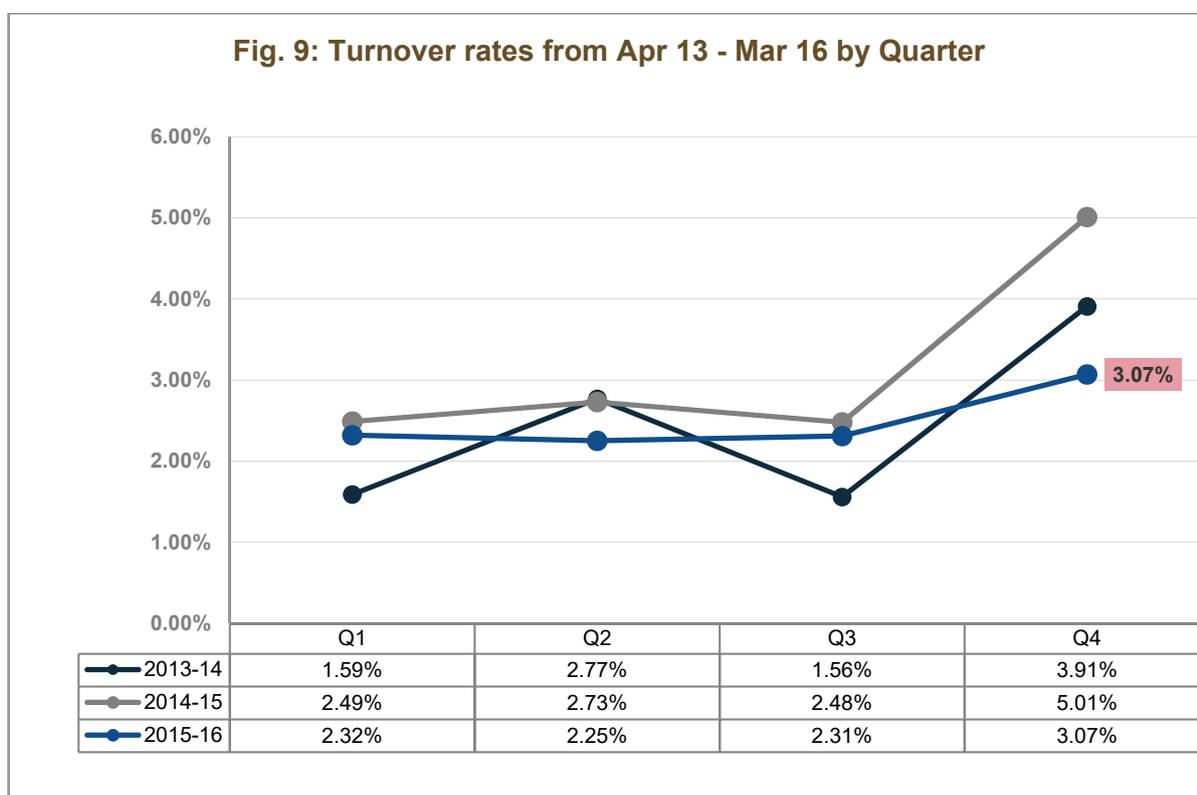
¹ Based on ISD methodology, data does not include GPStR's

6. TURNOVER

NHSScotland’s overall average turnover in 2015 - 2016 was 6.4%. This compared to a figure of 2.53% for NES over same period.

Consideration might be given in partnership later in this financial year (2016/17) to the offer of a further round of voluntary severance and early retirement, however there is no certainty at the time of writing. There continues to be a sufficient level of turnover to allow redeployment of individuals where required.

Commitment to strict vacancy controls and redeployment have become a vehicle to deliver sustainable service redesign, which will continue in 2016/17. The stability index indicates the retention rate of employees with over one-year service as at 31st March 2016 was 89.72%. These figures do not include GPStRs as training posts are rotational and on a fixed term.



NAPPENDIX 2

1. NES EQUALITY AND DIVERSITY PROFILE

Equality monitoring information lets us identify how people experience their employment journey with NHS Education for Scotland (NES), based on their protected characteristics. This report contains high level observations for each protected characteristic. This report identifies NES's performance in relation to aiming to achieve its objective of ensuring fair recruitment and employment practices. NES will use the information and analysis when reviewing and planning actions to deliver our equality outcomes

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

Fig. 11: Equality and diversity reporting⁴



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

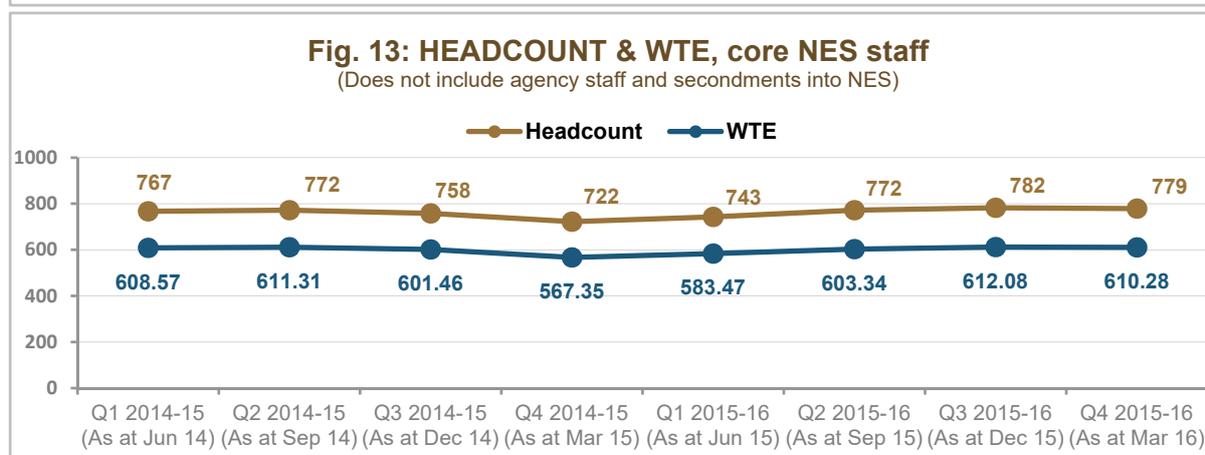
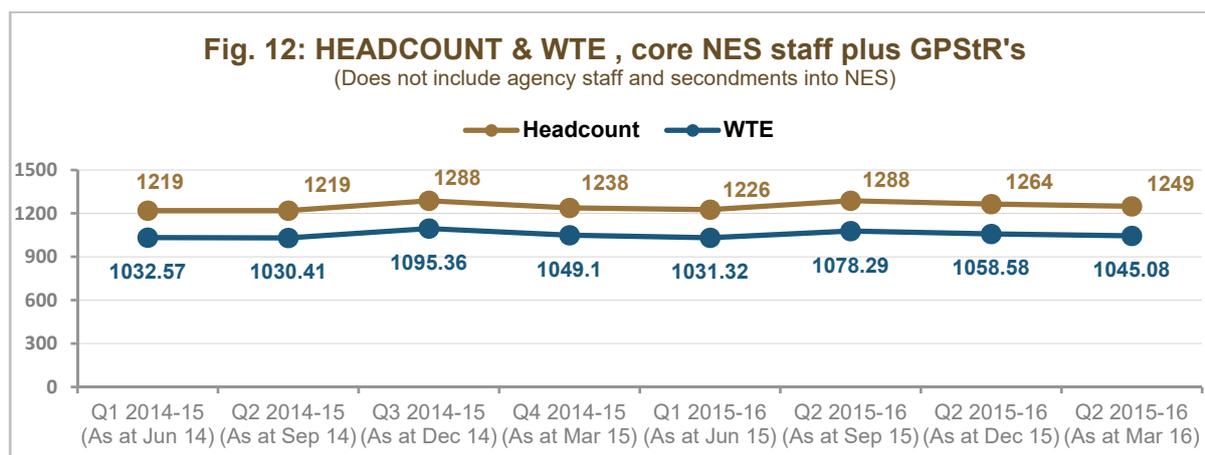
⁴ We also collect and analyse data on gender reassignment and pregnancy and maternity. The numbers of gender reassignment fall below the minimum reporting threshold and we discuss our approach to pregnancy and maternity in the section staff retention and development; therefore, they are not included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

2. STAFF IN POST

2.1. Workforce Profile

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

As at 31st March 2016 the NES headcount (not including GPStRs) was 779 (610.28 WTE⁵); as at 31st March 2015 this was 722 (567.35 WTE). The size of the core NES workforce has averaged at 769 (602.29 WTE) over 2015-16 as compared to 755 (597.17 WTE) over 2014-15.



⁵ Staff numbers are recorded in two ways. For the number or headcount of staff, each person counts once irrespective of the number of hours worked. In order to compare staff resources across organisations taking into account different patterns of part-time. Unless other noted all equality and diversity statistics are based on headcount

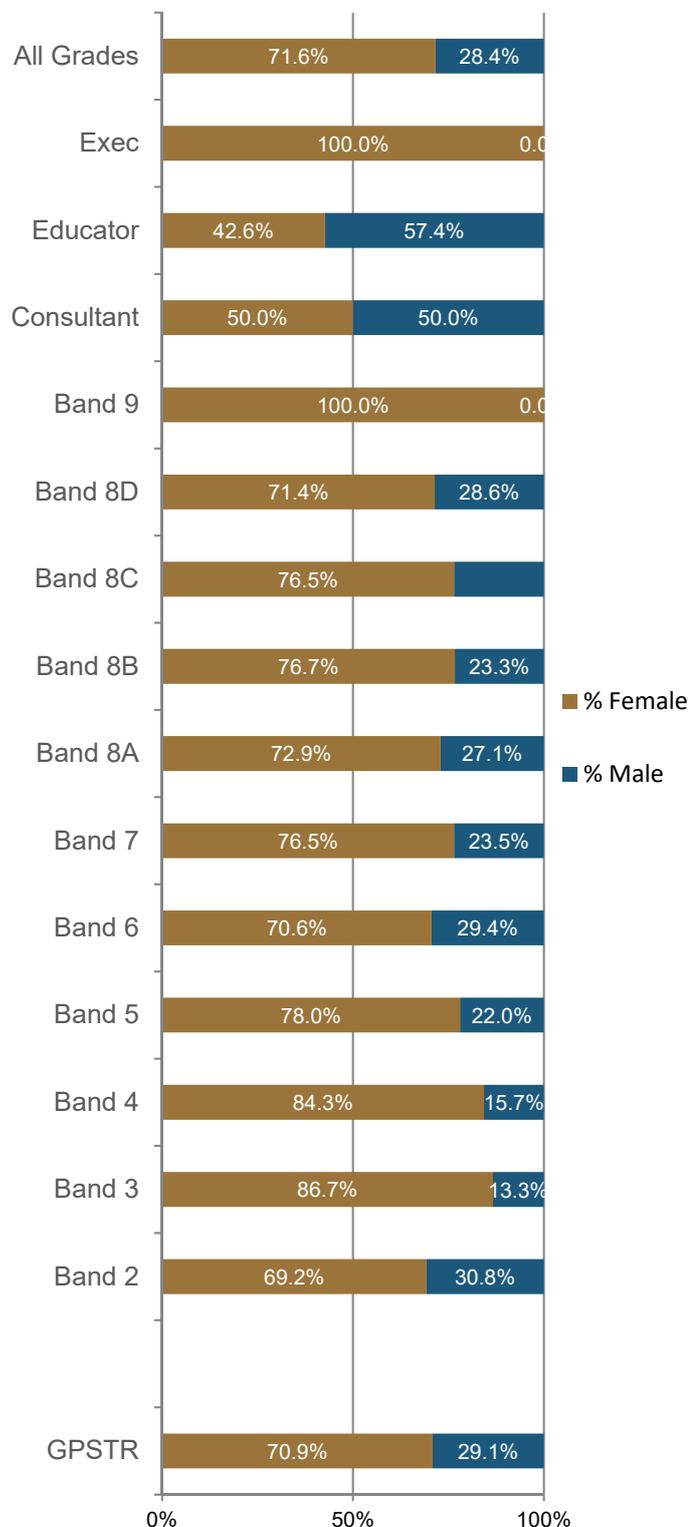
2.2. Gender

In 2013, NES published an Equal Pay Statement, which included an analysis of its gender pay gap and occupational segregation by gender. This analysis demonstrated that there were no discrepancies in pay by gender within pay bands, but described some patterns of occupational segregation which impacted on NES's overall pay gap. This analysis will be conducted again in 2017.

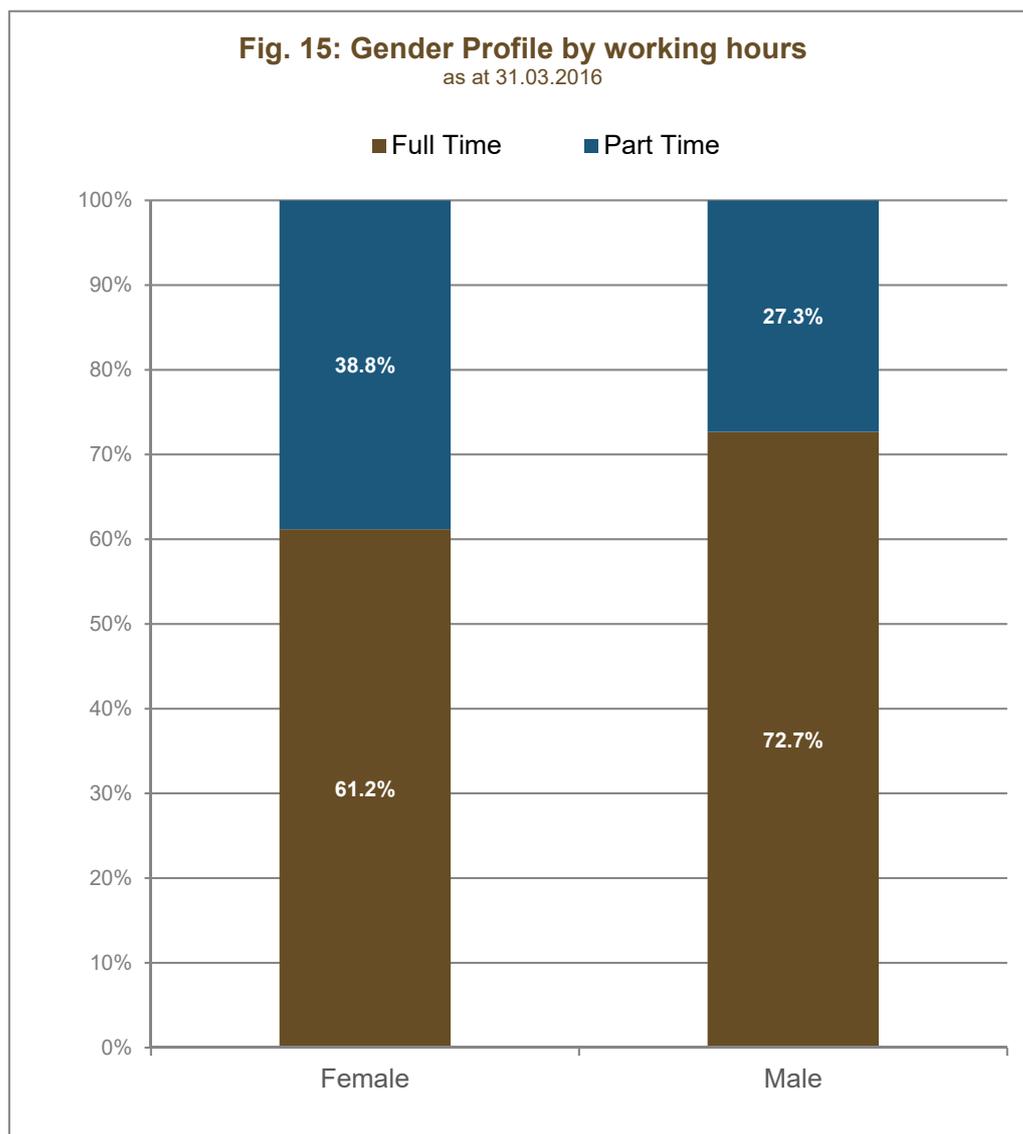
NES aims to be a family friendly employer and has implemented a range of policies to enable the workforce to achieve work life balance and to enable NES to attract and retain a diverse workforce. As shown in Figure 14 NES has a majority of females in most Agenda for Change bands. The analysis of our workforce shows that a significant number of women work for NES on a part time basis and that a significant number of GP Trainees, both male and female, are choosing to work part time. As shown in Figure 15, 38.8% females worked part-time compared to 27.3% of males, as at 31st March 2016. It should be noted that a number of Educators work on a sessional basis and hence even though they might work part time for NES they usually also hold a second post delivering front line services.

NES has recognised the need to monitor the careers of women returning from maternity leave to

Fig. 14: Gender Profile per pay band
as at 31.03.2016



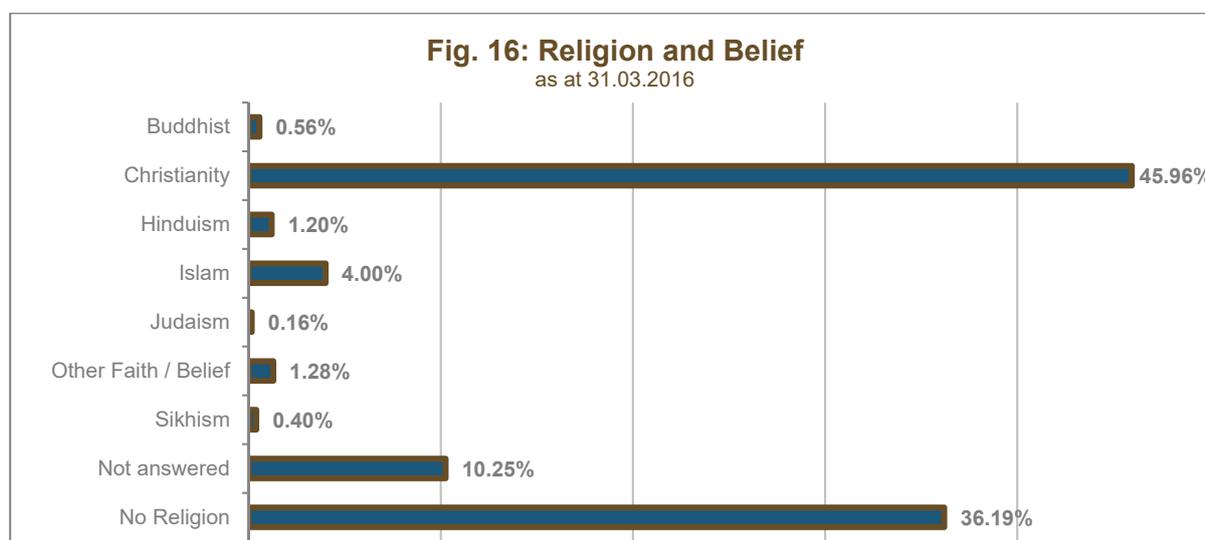
ensure that direct or indirect discrimination on the grounds of pregnancy and maternity does not occur. NES collects information on length and instances of maternity leave. Over the course of 2015-16 we have defined a data set that will allow us to carry out a longitudinal study of career progression of women returning from maternity leave. Capturing and analysing this information will allow us to identify barriers to career progression and monitor career development, pre and post-pregnancy.



2.3. Religion and Belief

In 2015-16, 89.75% of NES staff disclosed their religion as compared to 91.78% in 2014-15. The percentage of staff not wishing to disclose this information as at 31st March 2016 was 10.25% in comparison to 8.22% as at 31st March 2015. The rate of non-disclosure remains relatively high compared to disclosure relating to other equality strands. Also, it was slightly higher than as reported in the 2011 census⁶, where 7% did not disclose their religion.

As shown in Figure 16, show the staff religious identifications as at 31st March 2016 which are broadly reflective of the demographics as reported in the population information on Scotland's religious groups.⁷ The 'Christianity' category in figure 16 aggregates three categories from the census: Church of Scotland (22.58% compared to 42.4% as per the census), Roman Catholic (12.33% compared to 15.9% as per the census) and Other Christianity (11.05% compared to 6.9% as per the census). The relatively lower percentage of 'Church of Scotland' and relatively higher percentage of 'Other Christianity' is likely to reflect the higher numbers of staff from 'White British', 'White Other' and 'Black' communities among NES staff.



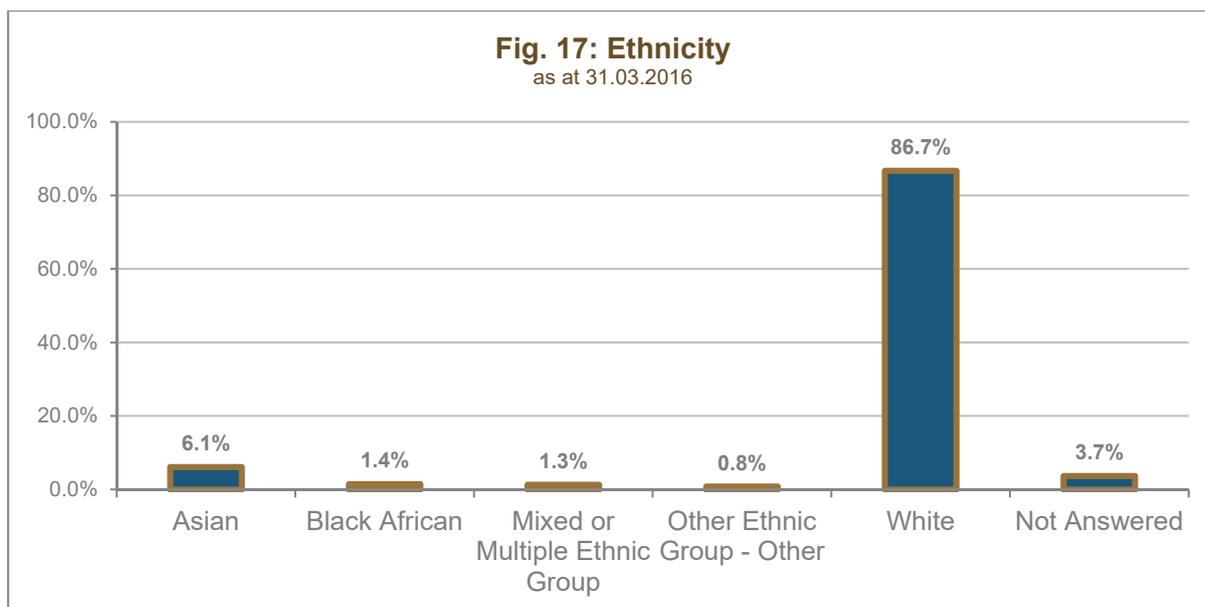
2.4. Ethnicity

As at 31st March 2016, 3.7% of staff preferred not to disclose this information. This is a slight change from the previous year's figure of 2.7%. As at 31st March 2016 the NES workforce is predominantly white (86.7%) this broadly reflects the national population where 96% of the population is white, as reported in the 2011 census.

The remaining staff are split between the other ethnic groups. A high proportion (22.6%) of GPStRs are from an ethnic minority community. As at 31st March 2016, 7.7% of NES core staff were of black and minority ethnic (BME) origins as compared to 7.9% in the previous year. NES will continue to monitor the attraction and retention of staff from minority ethnic groups.

⁶ <http://www.scotlandscensus.gov.uk/>

⁷ <http://www.gov.scot/Topics/People/Equality/Equalities/DataGrid/Religion/RelPopMig>



According to the 2011 census⁸, council areas with large cities had the highest proportion of their population from a minority ethnic group: 12% in Glasgow City, 8% in City of Edinburgh and Aberdeen City and 6% in Dundee City.

The Ethnic groups in Figure 17 have been combined for the purposes of reporting. Figure 18 provides a more detailed breakdown of the specific population groups represented among NES staff, using the ethnicity categories of the 2011 Scottish Census.

Fig. 18: Ethnicity Groupings as at 31st March 2016

White	White – Irish (3.7%) White – Other (3.1%) White - Other British (16.9%) White – Polish (0.1%) White – Scottish (62.9%)
Asian	Bangladeshi, Bangladeshi Scottish or Bangladeshi British (0.2%) Chinese, Chinese Scottish or British (0.9%) Indian, Indian Scottish or British (2.4%) Other (0.3%) Pakistani, Pakistani Scottish or British (2.2%)
Black African	African, African Scottish or British (1%) African – Other (0.3%) Caribbean or Black – Other (0.2%)
Other	Mixed or Multiple Ethnic Group (1.3%) Other Ethnic Group – Other (0.8%)

⁸ <http://www.gov.scot/Topics/People/Equality/Equalities/DataGrid/Ethnicity/EthPopMig>

2.5. Disability

As at 31st March 2016, disability status was known for 96.2% of staff compared with 96.9% in the previous year, with 3.8% preferring not to disclose this information. We also continue to collate data on the category of impairment.

Of the NES workforce, as at 31st March 2016, 1.9% (compared to 2.8% in other public sector organisations⁹) had disclosed disability. Of those that had disclosed the category of impairment, the most common description is a mental health condition (25%), longstanding illness (20.8%), physical impairment and other condition (16.7%) as shown in Figure 20.

The NES disability policy promotes the social model of disability and recognises that there is an organisational responsibility to take positive action in the removal of barriers faced by disabled people. The revised Disability policy continues to reflect the organisation’s positive commitment to promoting disability equality across our organisation.¹⁰

Fig. 19: Disability as at 31.03.2016

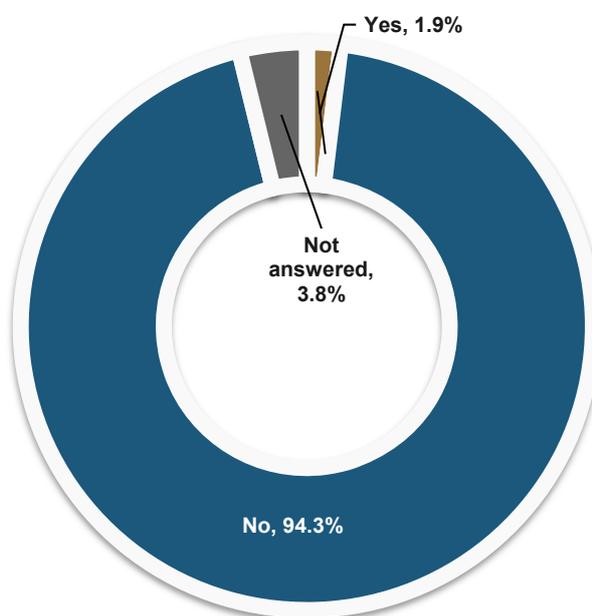
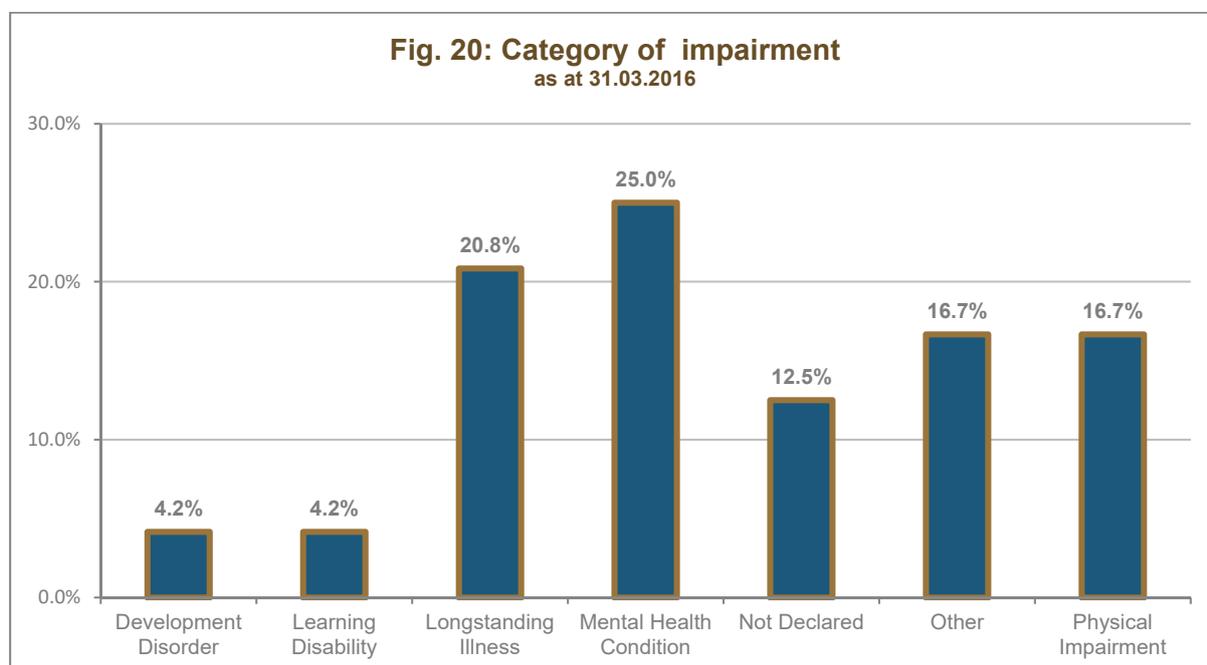


Fig. 20: Category of impairment as at 31.03.2016



⁹ <http://www.xperthr.co.uk/hr-benchmarking>

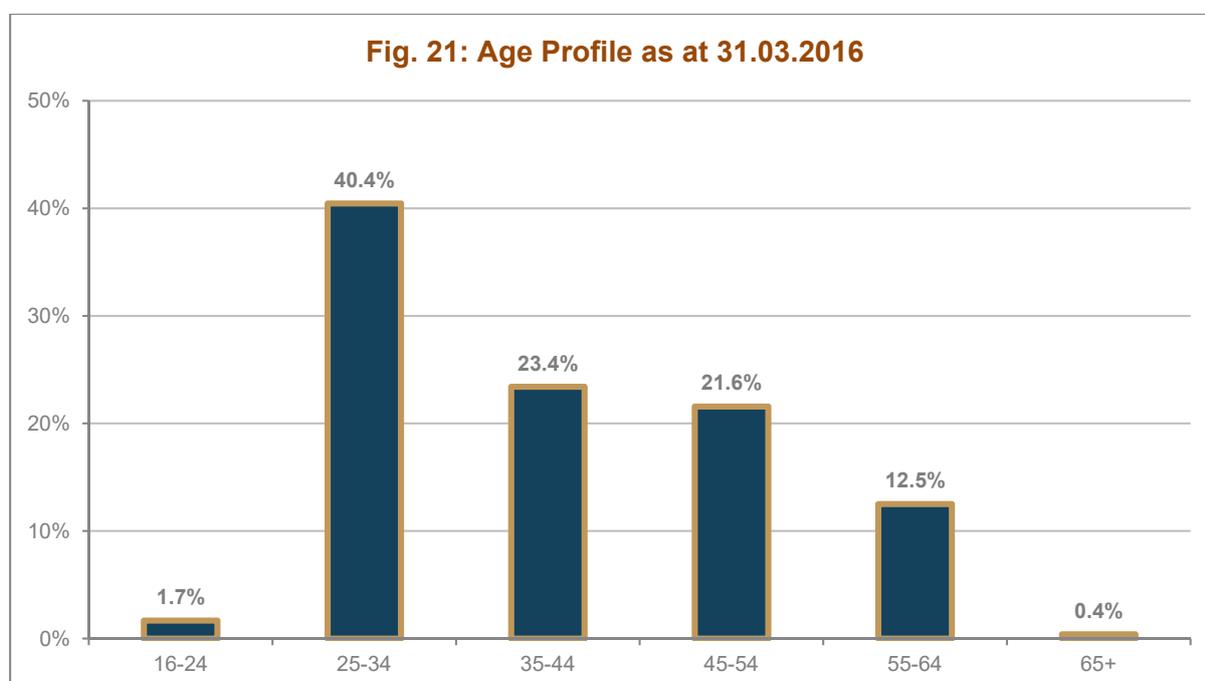
¹⁰ Impairment categories are nationally defined by NHS Scotland via the SWISS reporting system

2.6. Age

As at 31st March 2016 the largest proportion of the NES workforce was in the 25-34 age range at 40.4%. The majority of GPStRs (79.1%) fell within this age range. For NES core staff the most prevalent age group is 45-54, with 32.6% staff members falling within this age group, broadly similar to the NHS Scotland figure of 32.8%.¹¹

For NES core staff, under 24 (2.7%) and 65+ (0.6%) age groups continued to be the most underrepresented groups within NES. This was lower than the overall NHSS data where 4.6% were between 16-24 and 1.5% were 65 or over. Some of the longest serving and most experienced employees are over 55 years old; there is the potential for NES to lose more experienced members of staff in the forthcoming years. The creation of 'a more visible talent pipeline fed by robust succession plans' is one of six Scottish Government priorities for building capability to support the 2020 Workforce Vision. Accordingly, work has been undertaken in with the NES Executive Team to develop principles for talent management in NES which will be further developed in 2016-17. Age demographic of NES can in part be attributed to the clinical experience gained by a number of staff prior to moving into education, training and project roles, close monitoring of the age demographic will continue and feed into the review of the HR & OD priorities in the Equality and Diversity Strategic Action Plan 2013-17.

NES continues to support the Scottish Government initiative to provide work placements for young people aged 16-24 by providing Modern Apprentice opportunities. In 2015-16 NES has created 4 Modern Apprenticeship posts in fields such as Business & Administration and Creative and Digital. Our programme of Digital Transformation has provided substantive opportunities to appoint young people including Modern Apprentices who have brought different skills to the organisation.

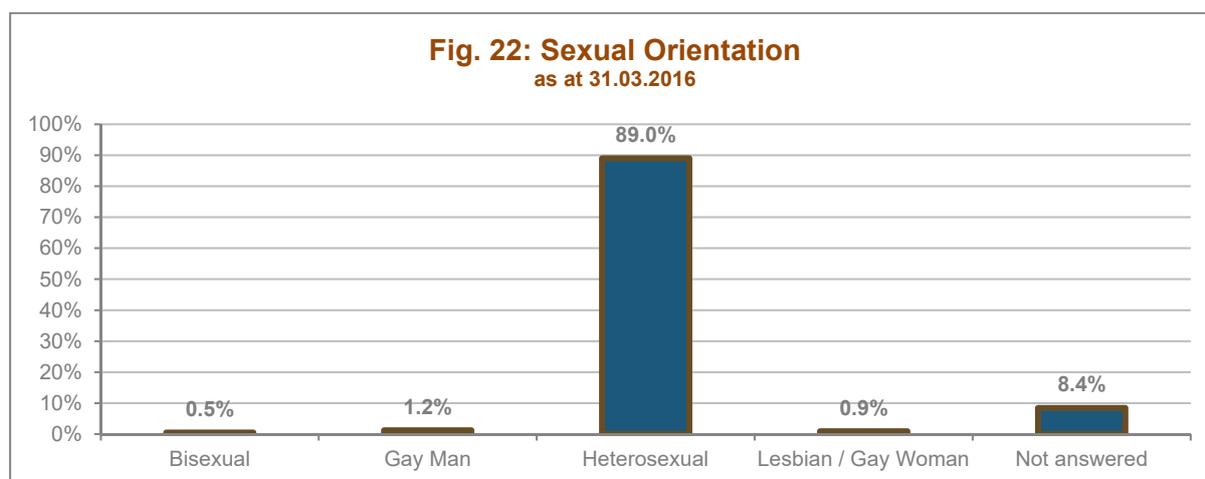


¹¹ National comparator figures from previous year (ISD), figures as at 31st March 2016

2.7. Sexual Orientation

NES's disclosure rate for sexual orientation remains relatively high compared to other public bodies. As with disclosure of other equalities data, we continue to promote the disclosure of sexual orientation. As at 31st March 2016, 8.4%, of NES employees stated that they would prefer not to declare this information, an increase of 2 percentage points over the previous year.

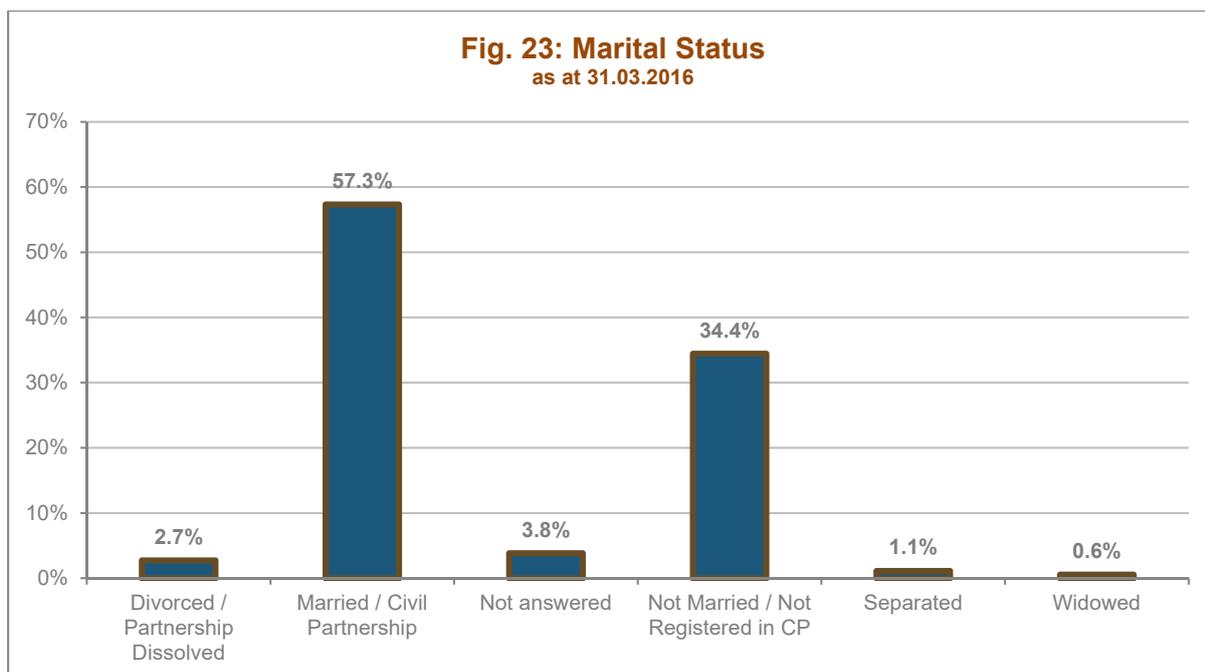
The majority of staff who disclosed their sexual orientation (89%) identified themselves as heterosexual with just over 2% identifying as lesbian, gay or bisexual. Stonewall Scotland estimates that the percentage of LGB people in the Scottish population is approximately 6%.



2.8. Marital and Civil Partnership Status

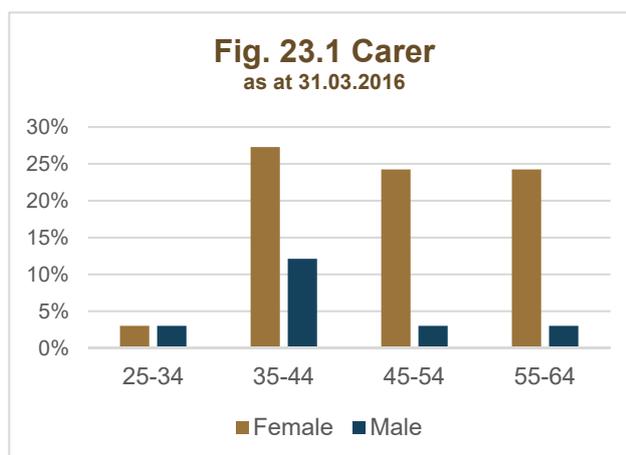
According to the best practice guidance on monitoring equality and diversity in employment, marital/civil partnership status should be included as it is included in section 8 of the Equality Act 2010 and part of the Public Sector Equality Duty in respect of the requirement to have due regard to the need to eliminate discrimination. As at 31st March 2016, 57.3% of NES staff were married or in a civil partnership, while 3.8% of staff preferred not to disclose this information. NES will continue to monitor disclosure rates for this monitoring strand.

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



2.9. Carer

In addition to the set of protected characteristics, NES also collects information on whether staff identify themselves as carers. NES achieved the Carer Positive Award (Engaged)¹² in November 2015. Carer Positive is operated by Carer Positive on behalf of the Scottish Government in support of one of the Scottish Government’s key policies to help Scotland’s estimated 660,000 carers. In addition to financial stability, it is recognised that



employment brings wider benefits in terms of a fulfilling career, positive mental health and social interaction. The Carer Positive ‘kite mark’ was launched in June 2014 to encourage employers to offer the best support to carers, allowing them the flexibility they often need to deliver care at home, whilst also remaining in employment. Under the scheme, NES is required to demonstrate an ongoing commitment to supporting employees who provide care in a range of settings, including those who care for elderly or disabled people. Carers are supported to identify themselves as carers and can access support within NES to help them manage their work and caring responsibilities. Figure 23.1 demonstrates that a significant number of NES staff identify themselves as carers, and that caring is particularly an issue for women across age categories and for men in the 35-44 age group.

¹² www.carerpositive.org/carers-positive-employers/

3. STAFF RETENTION¹³

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

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

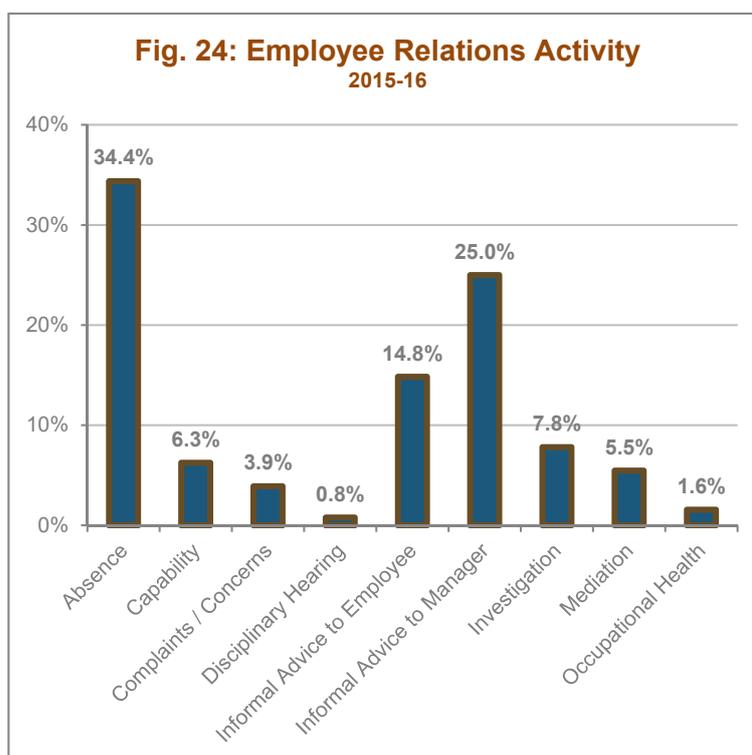
- Flexible working requests
- Sickness absence management
- Occupational health referral
- Informal advice given to employees
- Informal advice given to managers
- Complaints/concerns
- Investigation
- Grievance
- Capability

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

is logged on our management information systems and analysed by protected characteristic.

As shown in Figure 24, NES gathers data and reports quarterly on all formal and informal employee relations activity including of disciplinary and grievance case management. This information is gathered in such a way that it can be broken down by all the protected characteristics. However, due to the very small number and need to protect individual confidentiality no data have been published.

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



¹³ The data in this section relates only to NES core staff and does not include GPStRs.

4. STAFF RETENTION: TURNOVER

A total of 93 employees, not including GPStRs¹⁴, left NES during the reporting period April 2015 to March 2016 as compared to 119 in 2014/15.

In an effort to ensure a positive, safe, secure, discrimination-free work environment and facilitate employee retention, it is the policy in NES to request employees who are leaving to participate in the Employee Exit Questionnaire / Interview Process. The purpose of the Exit Questionnaire / Interview Process is to obtain employees' input regarding working conditions and employment policies, practices, and/or procedures. Information obtained is used for statistical purposes and to achieve the objectives of the People and OD Strategy to facilitate employee retention and enhance the work environment for staff. NES now prepares an annual report on exit questionnaire data which provides an analysis of the impact of a wide variety of issues on the reasons for leaving and the respondents' views on a range of satisfaction and motivational factors. This report also includes equal opportunities information, see Figure 25. NES has established processes for reviewing and reporting on themes and trends arising from exit questionnaire data.

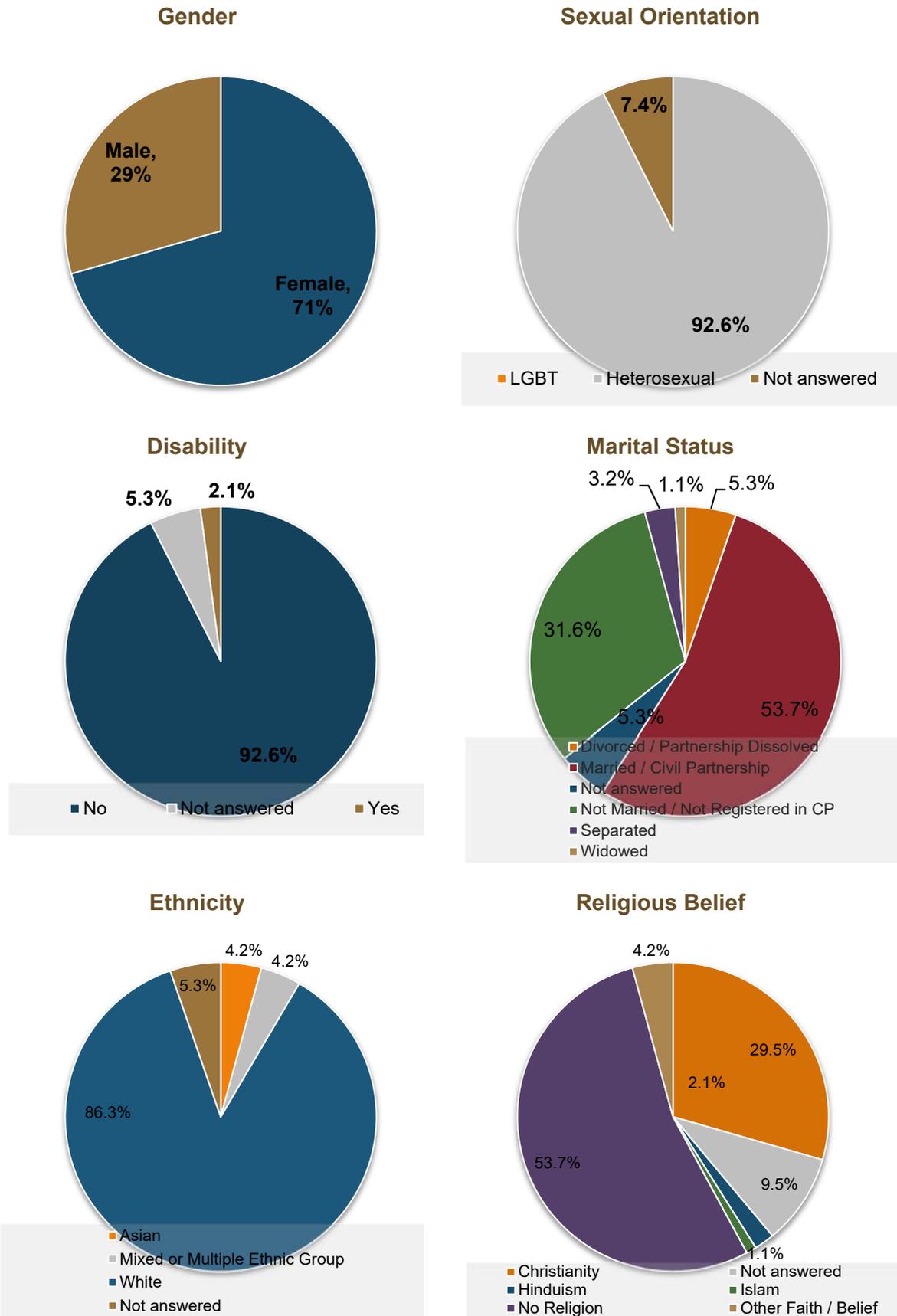
Of the leavers, 41 staff answered the questionnaire. Of those who responded to the exit questionnaire the primary reasons for leaving NES were to take up a new post (20%), end of fixed term contract (6.7%), lack of career development (5.6%), redundancy, retirement, other personal reason, change of career direction (all at 4.4%), salary, travel, relocation (all at 3.3%). Of the 20% left to take up a new post, of these 11.1% left to take up a post external to the NHS, while 8.9% left to take up a post within the NHS. Compared to 2014-15 there is a 4% point increase in staff leaving to take up a post external to the NHS.

NES is in the process of analysing data collected in respect of 2015/16. We will review any possible trends emerging over 2016-17 and incorporate any required actions into our staff governance plans. The data collected will also be used when impact assessing HR & OD policies and if we implement changes within NES because of employee exit questionnaire findings; we will inform employees why we are making these changes.

To address some of the issues raised, over the last 12 months our Executive Team has been considering the findings from research into best practice talent management as a means of informing a dialogue around the subject and its relevance to workforce development. The main drivers for our approach are: retention of key skills, supporting strategic change initiatives e.g. the Digital Transformation and ensuring leadership and management development in line with our ways of working and NHSScotland values.

¹⁴ Excludes GPSTRs, who are employed for the duration of their training period on a fixed term basis. This is to avoid the distortion caused by the frequent rotation of staff in training placements.

Fig. 25: Leavers data broken down by various E&D strands for 2015-16

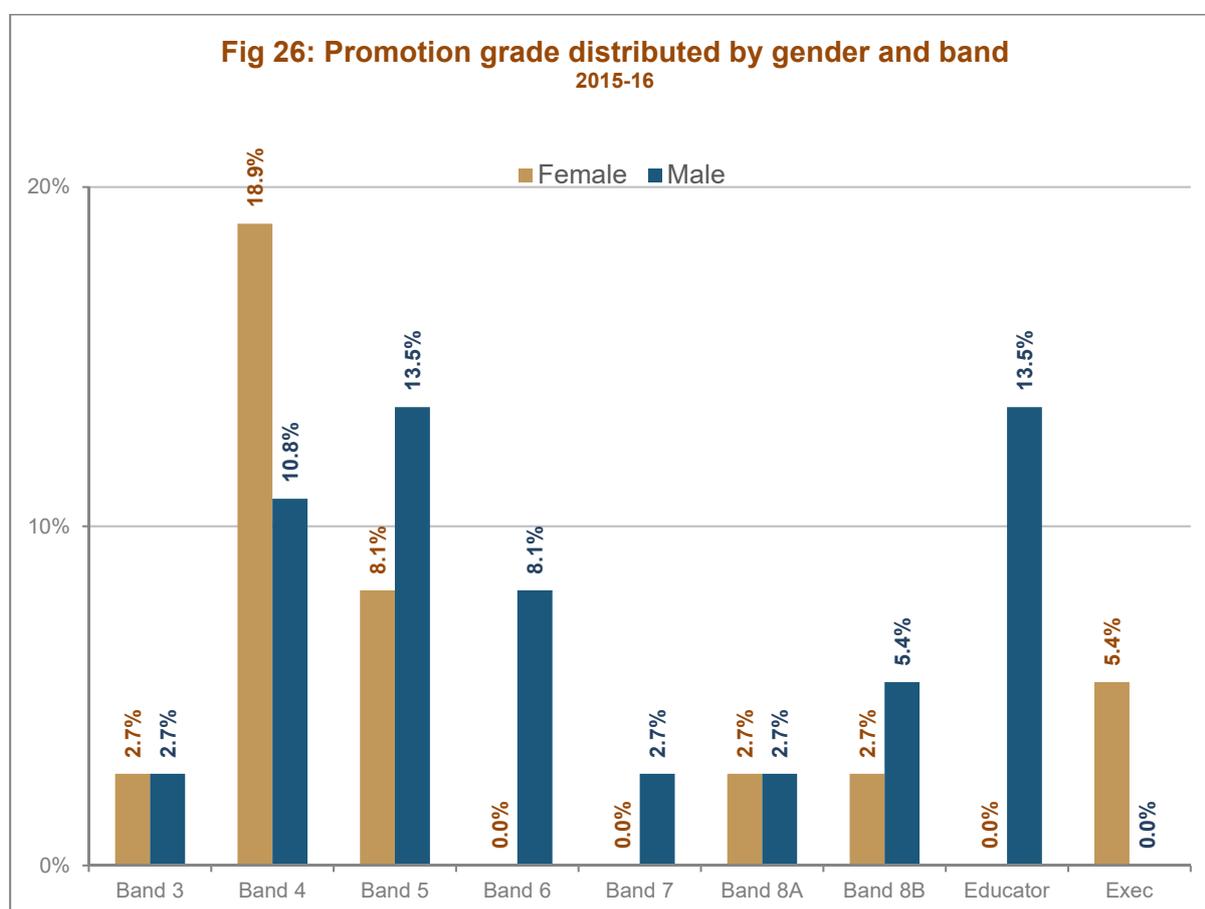


5. DEVELOPMENT: PROMOTIONS

A promotion within NES is defined as a staff member moving to a higher grade/band. During the 2015-16 reporting period there were 37 promotions within NES.

- Of the staff who gained promotions in 2015-16 were 40.5% were female and 59.5 were male.
- 75.7% were full time and 24.3% were part time or sessional
- There were promotions across all Directorates in NES. The majority of promotions were within the Medical Directorate (29.7%), followed by Dental (24.3%) and Digital (16.2%)

Data has been collated with regard to the WTE, gender, marital status, religion, ethnic origin, disability, age and sexual orientation of all promoted staff. However, as numbers are very small they cannot be reported.



6. DEVELOPMENT: LEARNING AND DEVELOPMENT

We analyse data on learning and development in several ways. This section reports on the uptake of learning and development opportunities which are run by NES as part of the organisation's training programme, and includes mandatory and non-mandatory training. In the next section, we report on funding for continuing education which leads to formal qualifications. NES also reviews performance management and personal development planning processes to ensure that all staff are afforded the opportunity to have an annual personal development review and agree a development plan with their line manager.

In the reporting period 2015-16 a total of 1181 delegates attended training across NES as compared with 1047 in 2014-15. This includes staff that are employed by NES and staff who work for NES on a secondment or on agency contracts, but does not include GPStRs¹⁵.

Analysis of the workforce profile and the proportion taking up training suggests that the latter is largely reflective of the organisational population. In terms of gender, the data reflects positively on access for female staff, with 80.4% of learning opportunities during 2014-15 accessed by female staff in comparison with that group representing 71.6% of the workforce. In terms of disability, ethnic origin, religion or belief and sexual orientation, there is a strong consistency between the profile of learning opportunities accessed and the organisational profile.

Full-time staff accounted for 16.4% more learning opportunities than their share of the organisational population. However, 28.2% of the part-time staff took up learning opportunities, suggesting the working part-time is not necessarily a significant barrier to accessing learning. This is reflected in the access to learning by those in different pay bands, with the Consultant and Educator staff who are almost exclusively sessional taking up 5.8% fewer learning opportunities than their share of the organisational profile in 2015-16. As many of these individuals have at least one other substantive employer, and spend less than 50% of their time undertaking work for NES, this is not felt to present a significant risk.

Conversely, at Agenda for Change Bands 2-7, the proportion of staff accessing training was consistently higher than each Band's share of the workforce profile. Given that these bands are predominantly made up of younger and female staff, this data offers some encouragement around the development of future talent. NES is proactively looking to encourage the uptake of training and development across the whole of the NES workforce. Figure 27 and 28 denote the breakdown of training attended in 2015-16 by gender and working pattern.

¹⁵ GPStR's training and CPD activity is recorded on separate national systems as a part of their training programme

Fig. 27: Training attended: Gender
2015-16

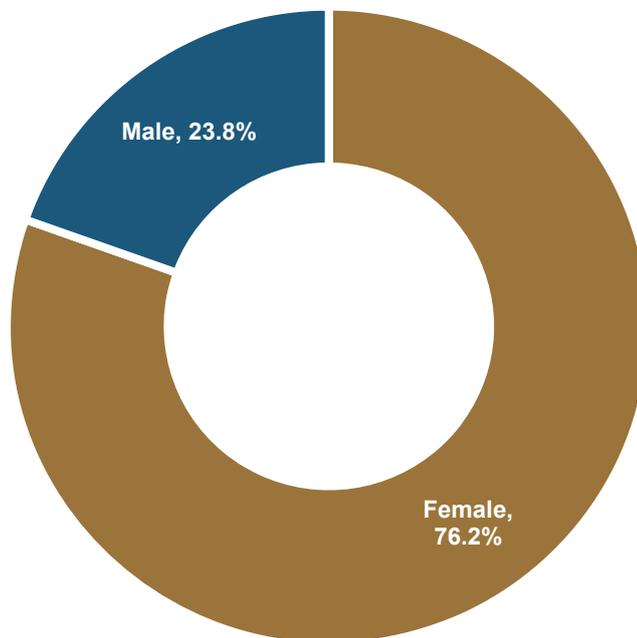


Fig. 28: Training attended: Working Pattern
2015-16

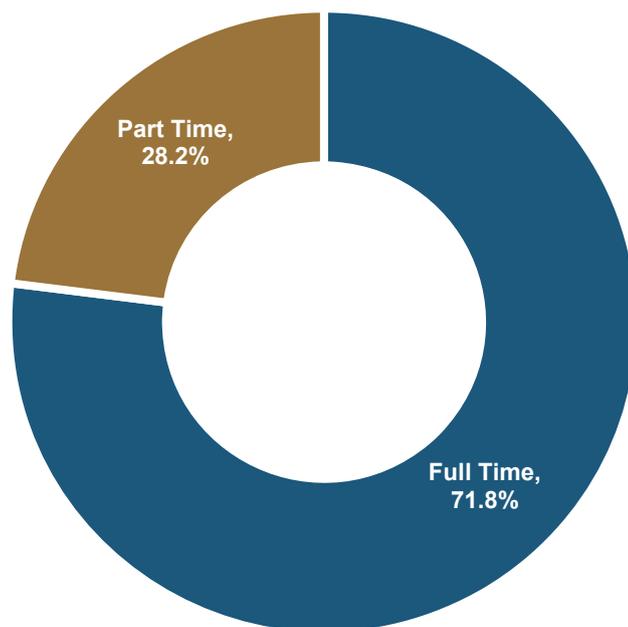


Fig. 29: Training attended: Sexual Orientation
2015-16



Fig. 30: Training attended: Disability
2015-16

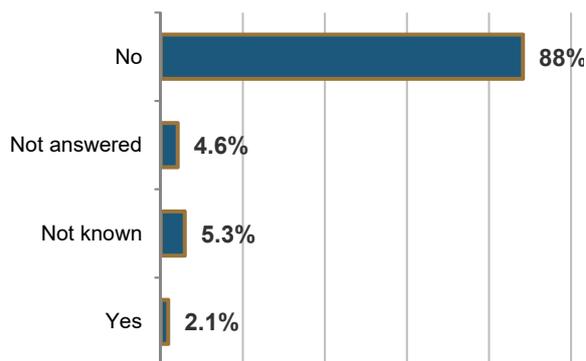


Fig. 31: Training attended: Marital Status
2015-16

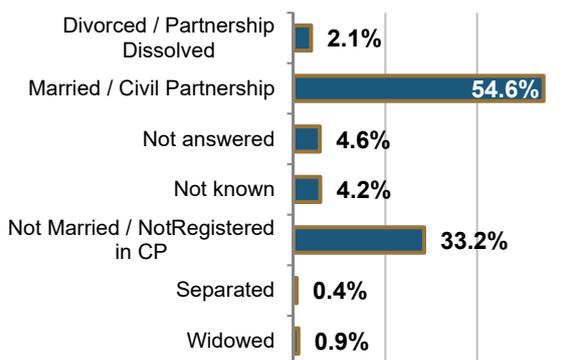


Fig. 32: Training attended: Ethnic Origin
2015-16

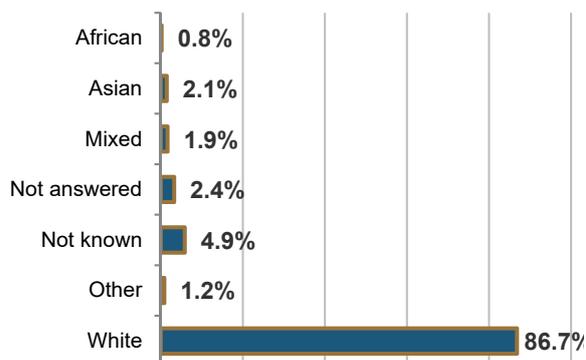


Fig. 33: Training attended: Religion and belief
2015-16

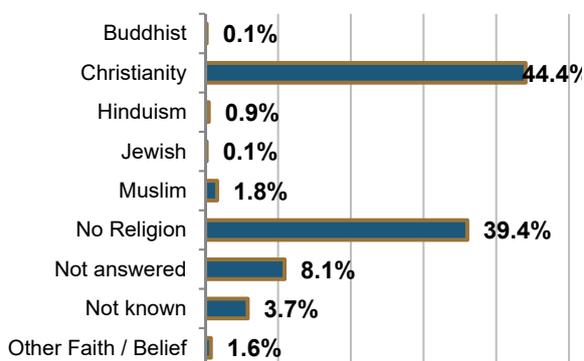
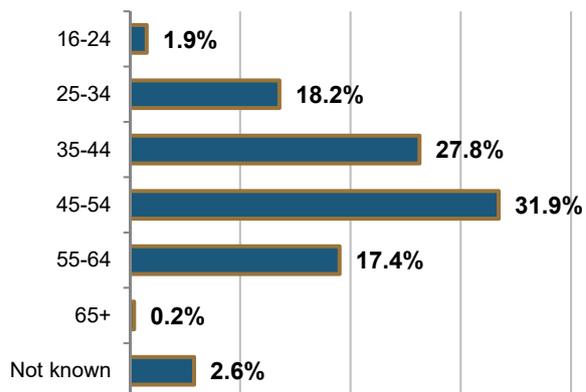


Fig. 34: Training attended: Age
2015-16



7. DEVELOPMENT: CONTINUING EDUCATION

NES is committed, where appropriate and practical, to supporting staff to obtain qualifications or undertake a study programme which will allow them to deliver more effectively for the organisation. The process for awarding funding for continuing education, set in the context of the Learning & Development Policy, is designed to be person-centred and effective in ensuring fair and equitable access to support for ongoing personal and professional development. In 2015-16, 18 applications from 5 directorates were received by the OD team, a decrease of 10 (35%) in comparison with 2014-15. Of these, 15 (83%) were successful in securing funding for a variety of qualifications.

There were 10 fewer applications in 2015-16 compared to 2014-15, a 35% reduction. In 2014, 32% of applications were from bands 2-5, a reduction from 44% the previous year. In 2015, 33% of applications were from these bands, which account for 43% of the NES staffing headcount.

In 2014-15, it was felt that this low percentage might have been due to the lack of attendance at the drop in sessions provided at the start of the year, which meant that employees may have not used the opportunity to discuss their own application and the range of qualifications open to them. This may again be the case, but we believe that further exploration is required of the reasons why staff in lower bands are under-represented in this respect.

In 2014-15, 79% of applicants were female and 21% were male. In 2015-16, 78% were female and 22% male. In 2015-16, the gender distribution of applicants remained broadly in line with the gender compositions of the NES workforce (72% female and 28% male). In 2014-15, 79% of applicants worked full time, and 21% worked part time.

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

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

Equality Data Comparison of 2014 and 2015 Applications

Gender	2014-15		2015-16	
	Total	Approved	Total	Approved
Female	22 (79%)	15 (83%)	14 (78%)	12 (80%)
Male	6 (21%)	3 (17%)	4 (22%)	3 (20%)
Total	28 (100%)	18 (100%)	18 (100%)	15 (100%)

Work pattern split for total and approved applications

Work pattern	2014-15		2015-16	
	Total	Approved	Total	Approved
Full time	22 (79%)	14 (78%)	14 (78%)	12 (80%)
Part time	6 (21%)	4 (22%)	4 (22%)	3 (20%)
Total	28 (100%)	18 (100%)	18 (100%)	15 (100%)

Band split for total and approved applications

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

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

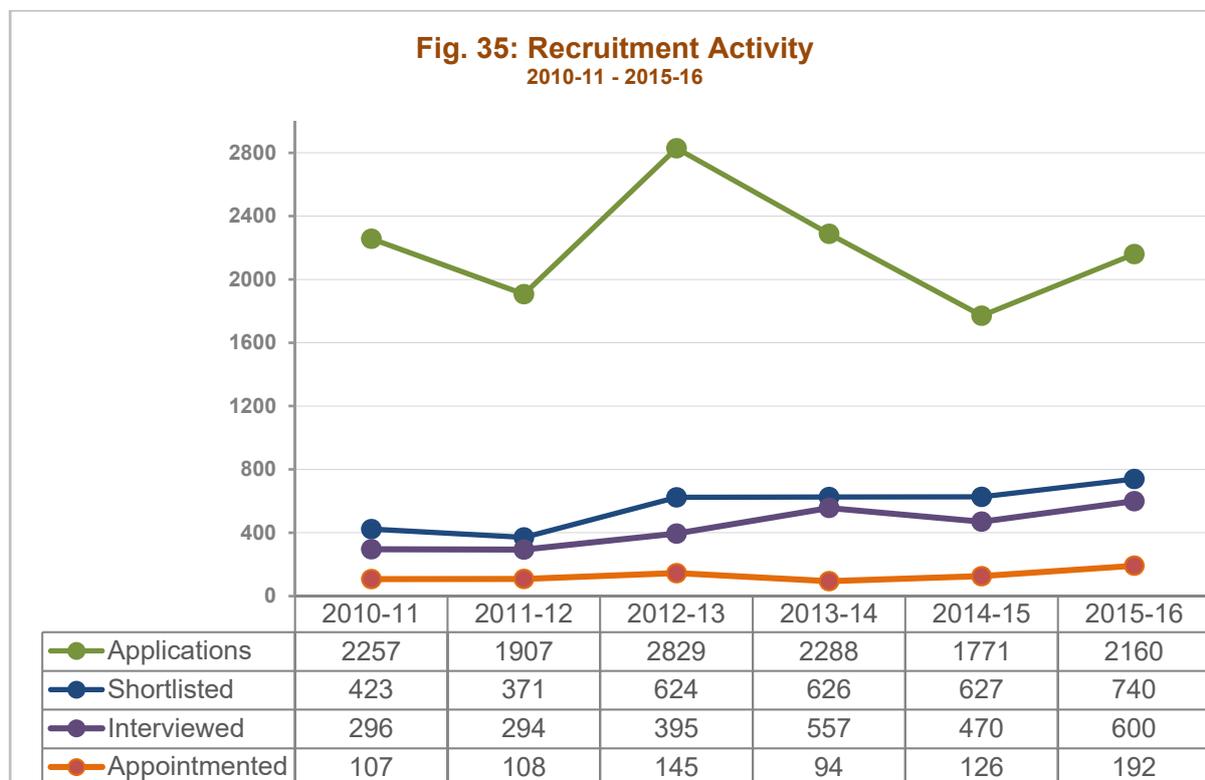
- In the 2015-16 Workforce plan it was identified that further consideration should be given to the reasons why lower banded staff (Bands 2-5) remain under-represented in the population of applicants. This is despite the provision of 100% support and amendment to the Learning & Development Policy to ensure that staff are aware that PhDs, typically the focus of more senior staff, will not normally be funded. We haven't done any structured research in to this. However, based on business partnering through our continuing Education lead we have focussed our attention on targeting staff at Bands 2-5 with specific, fully funded qualifications. The result was circa 30 applications for 11 x SVQ Business & Administration / Non-clinical HCSW SVQs that started in February 2016. All participants are at Bands 2-4. We have taken steps to ensure funding is available for a further round of applications commencing 2016-17 to reflect this demand.
- The OD & Learning team should maintain their advisory role and look to identify additional opportunities for staff to find out about continuing education throughout the year and specifically prior to the CEP application window.
- OD & Learning to determine from the research undertaken in 2015-16 the best option for the accreditation of internal training courses so they have external currency.

8. RECRUITMENT

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

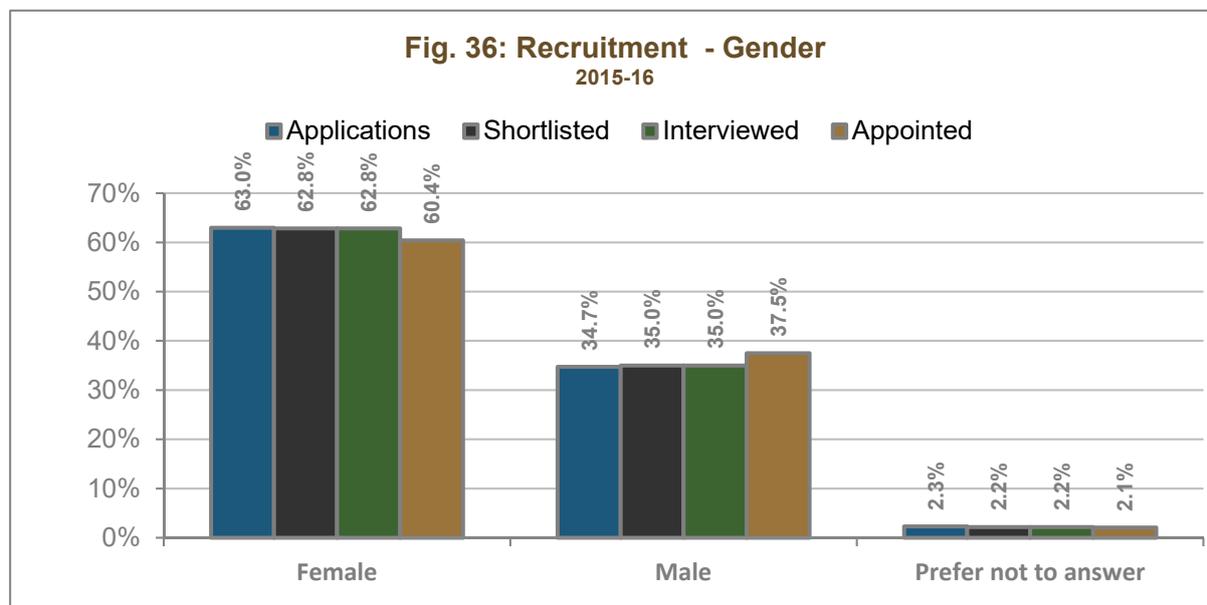
In the reporting period April 2015 to March 2016, 253 posts were advertised which is an increase of 5.9% from the 239 posts that were advertised in 2014-15. A total of 2160 applications were received for these posts and 600 of these were subsequently shortlisted for interview, giving an average of 8.54 applications per vacancy. This figure only relates to core vacancies advertised by NES.

The overall conversion rate from application to appointment for the 2015-16 reporting period was 8.84%, up from 7.43% in the previous year. It should be noted that even though NES made 192 appointments in 2015-16, the recruitment process can fall between two periods, figures in this report only include recruitment activity that took place in the period of reporting. Additionally, there is an impact from the carryover of the previous year's recruitment activity.

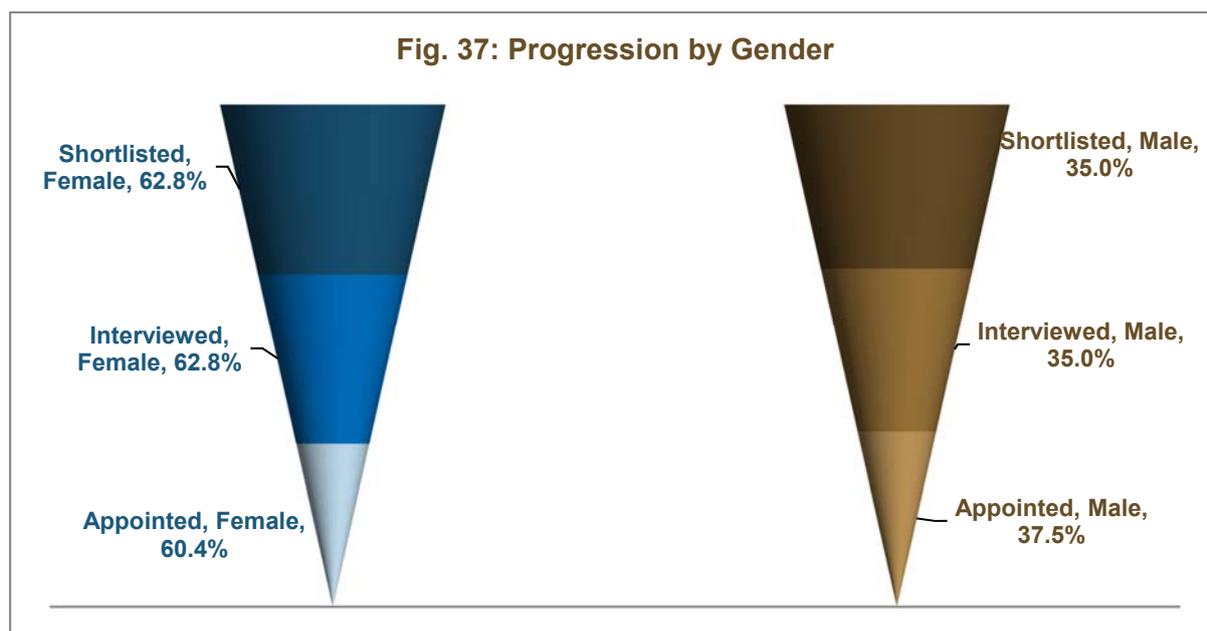


8.1. Recruitment: Gender

NES recruitment data for the year showed that in 2015-16, 63% of the applicants were female. This is significantly above the reported census¹⁶ population of 51.5%. This is also reflected in the gender profile of NES as at 31st March 2016 as displayed in Figure 14. NES vacancies attract more females than males and there are some slight differences in their success through the stages of recruitment.



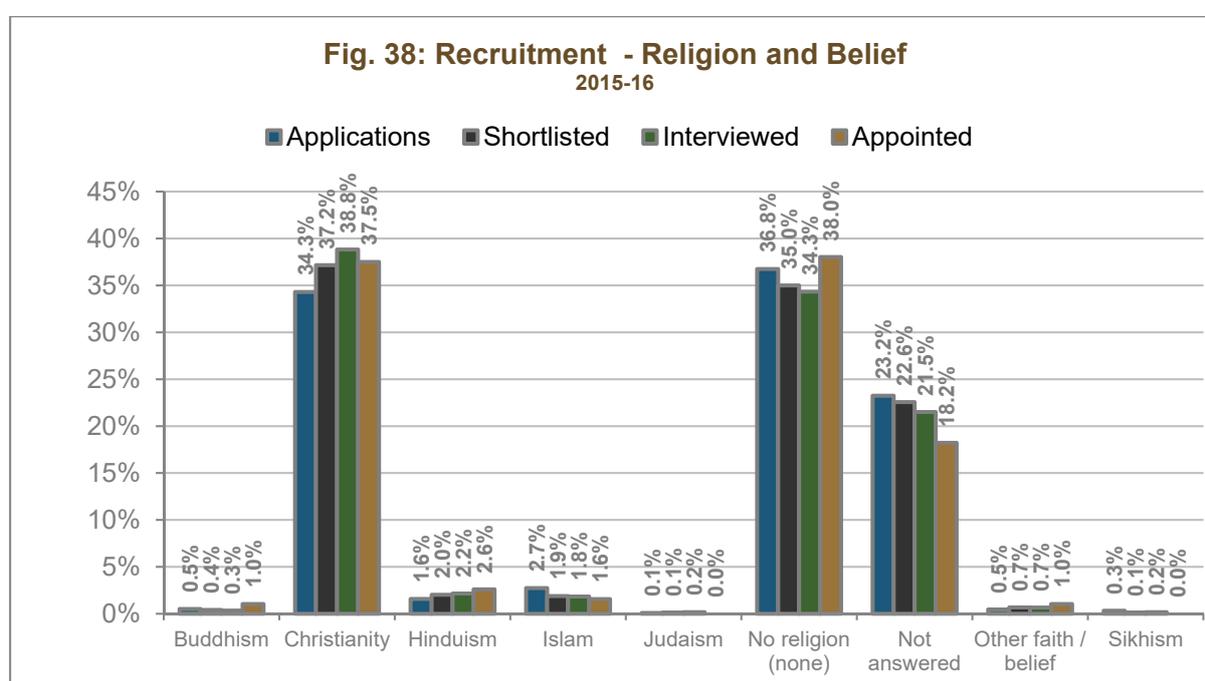
Of the 1360 applications received from women 34.2% progressed to shortlisting stage compared to 34.6% men. Figure 36 and 37 display the progression of the candidates through the various stages of recruitment broken down by gender. At application and shortlisting stages members of the selection panel have no equality data on the candidates and only have the relevant information for short listing purposes.



¹⁶ <http://www.scotlandscensus.gov.uk>

8.2. Recruitment: Religion and Belief

During 2015-16 the largest applicant group chose the 'No religion' (36.8%) category which is broadly reflective with the 2011 census data, where 37% of the population also identified themselves in this category. NES would appear to be attracting a slightly more diverse pool of applicants compared to the census population. NES attracted applications from the people identifying as Hindu (1.6% compared to 0.31% in the census), Muslim (2.7% compared to 1.45% in the census), Jewish (0.1% compared to 0.11%). The largest applicant groups that obtained job offers after interview were No religion (36.8%) followed by Christianity (34.3%); while the lowest were Sikhism (0.3%) and Jewish (0.1%). However, due to the low numbers in many of these groups it is not possible to draw any conclusions. NES will continue to use good practice when advertising posts to ensure that we do not exclude specific groups from the scope of recruitment campaigns.



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

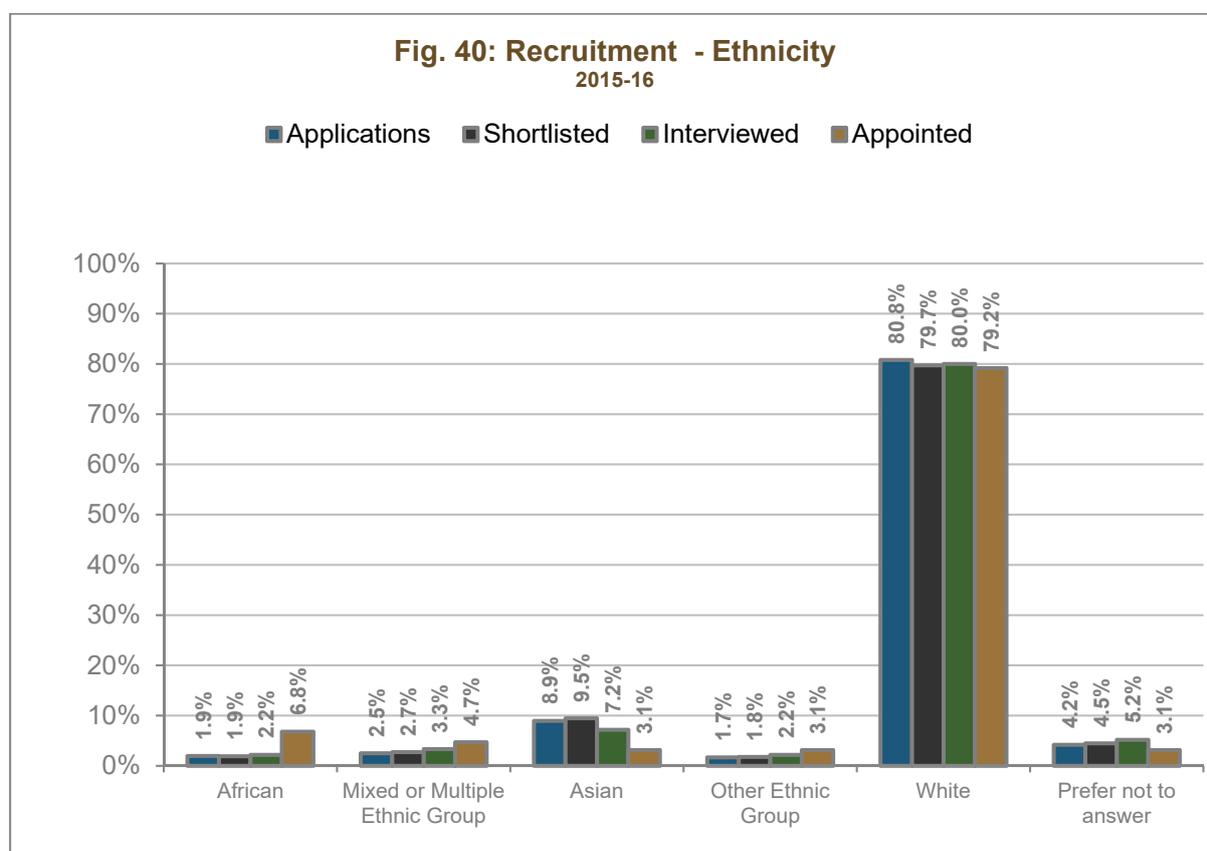
Fig. 39: Religion and Belief full set of responses

Religion	Applications	Shortlisted	Interviewed	Appointed
(Christianity) - Church of Scotland	13.3%	17.4%	18.2%	17.7%
(Christianity) - Roman Catholic	11.4%	7.8%	8.2%	8.9%
Christianity (other)	9.6%	11.9%	12.5%	10.9%
Buddhism	0.5%	0.4%	0.3%	1.0%
Hinduism	1.6%	2.0%	2.2%	2.6%
Other faith / belief	0.5%	0.7%	0.7%	1.0%
Sikhism	0.3%	0.1%	0.2%	0.0%
Not answered	23.2%	22.6%	21.5%	18.2%
Muslim	2.7%	1.9%	1.8%	1.6%
Jewish	0.1%	0.1%	0.2%	0.0%
No religion	36.8%	35.0%	34.3%	38.0%

8.3. Recruitment: Ethnicity

Drawing on information from the 2011 census, the ethnic profile of the Scottish population comprised 84% classifying themselves as White Scottish and 8% as White - Other British, with the remaining 8% belonging to other ethnic groups. Of the applications received by NES in 2014/15 a large percentage (86%) did not respond to the question about their ethnic origin on the application form. We investigated why this was the case and have moved the question higher up in the our online application form, resulting in a better response rate with only 4.2% applicants who preferred not to answer this question. The largest percentage of applications and appointments were among people who identified themselves as “White Scottish”, which is broadly representative of the census population. The distribution of applications, shortlisting and appointments across ethnic groups is represented in Figure 40.

Equality and diversity training is available to all NES staff, including managers who shortlist and interview candidates, and we have plans to enhance this in 2016-17 with further training on identifying and managing unconscious bias. NES operates an anonymous shortlisting process in accordance with recommended best practice. The Workforce Directorate will continue to follow immigration legislation and provide guidance on the application form to get a higher response rate from candidates. NES will continue to ensure that entry into employment and progression within employment are determined solely by criteria which are related to the duties of a particular post; and support career development and progression to ensure diverse representation and participation at all levels.



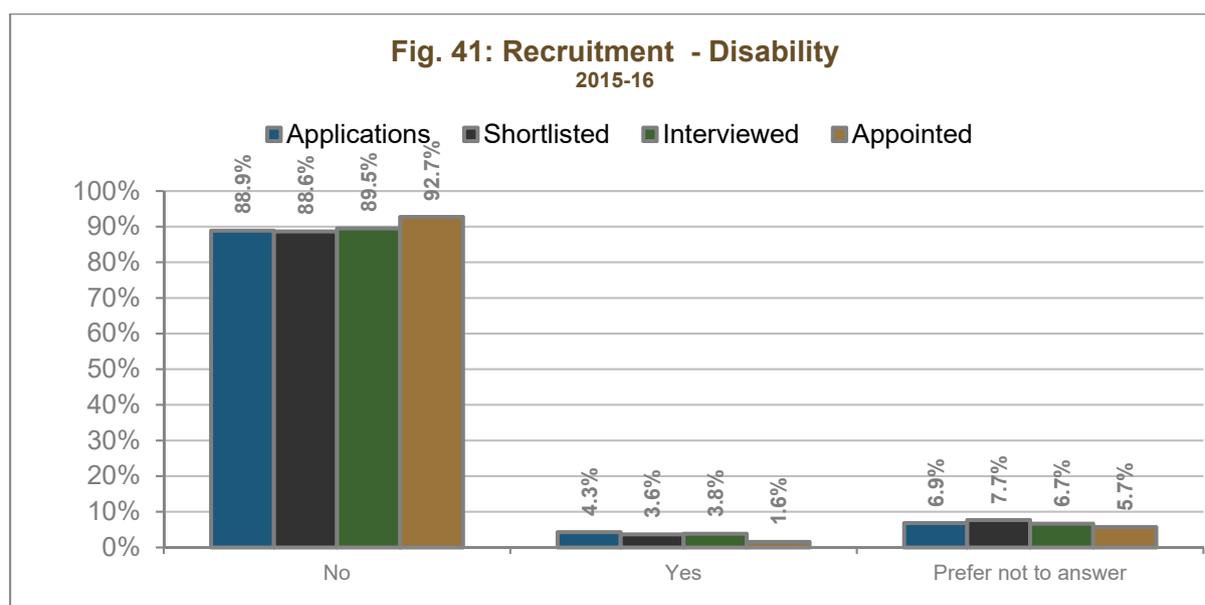
8.4. Recruitment: Disability

The proportion of applicants reporting a disability in 2015-16 was 4.3%, which is slightly higher than the national average for public sector organisations (2.8%)¹⁷. The success rate for interviewed candidates who disclosed a disability was 3.3% compared to 9.3% for candidates without disabilities, however the outcomes are not consistent from year to year so they will be monitored over time to identify any emerging trends.

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

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

In addition candidates with a disability are able to request a 'Job Interview Guarantee'. This means that they are guaranteed an interview providing they meet the minimum criteria as detailed in the person specification.

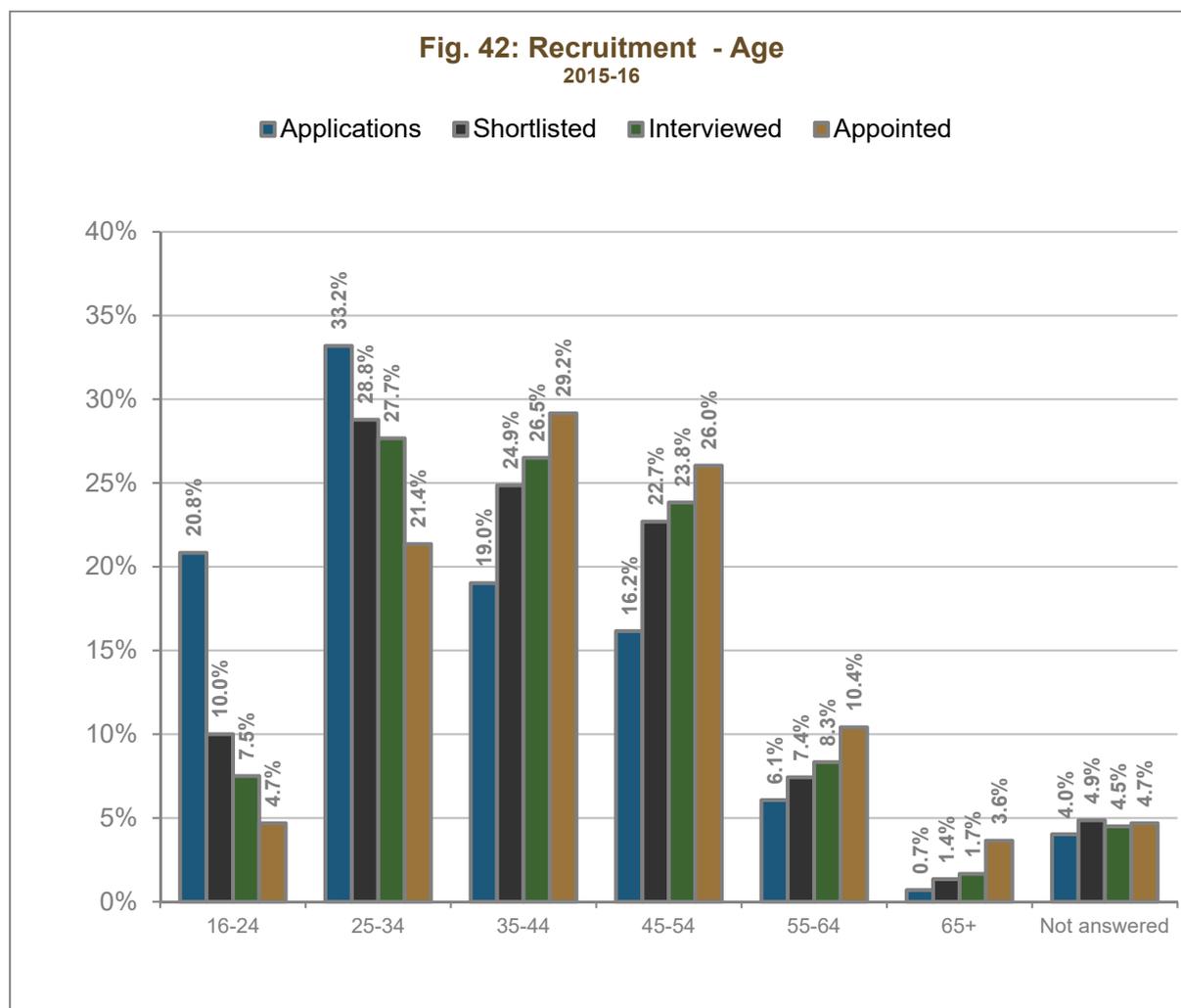


¹⁷ www.xperthr.co.uk

8.5. Recruitment: Age

The majority of applications in 2015-16 were received from the 25–34 age group (33.2%). This group has been proportionately more successful in previous years; however in 2015-16 the age group 55-64 have enjoyed higher success rates from application to appointment (15.3%), followed by the 45-54 age group (14.3%). The age group that fared least well from application to appointment stage was the 16-24 at 2%.

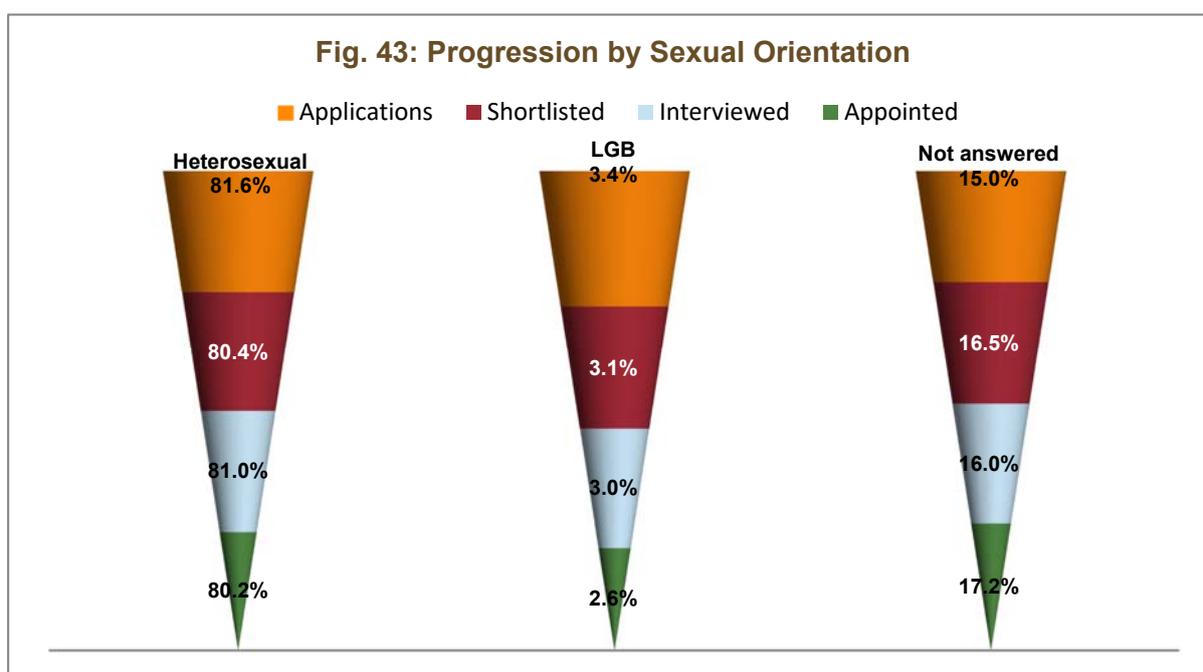
In 2015-16 20.8% applications were received from the 16-24 age group. NES is supporting a Scottish Government initiative to provide work placements for young people aged 16-24. Modern Apprenticeships are focussed on young people who face barriers to entering the training and workplace, providing them with essential employability skills as well as creating specialist skills in a given field. Since 2012 NES has created 8 Modern Apprenticeship posts in fields such as Business & Administration and Creative and Digital Media. Three apprentices have subsequently been appointed to permanent roles within the organisation.



8.6. Recruitment – Sexual Orientation

Of the applicants who disclosed their sexual orientation in 2015-16, 3.4% were lesbian, gay or bisexual (LGB). This is below the Stonewall Scotland estimate that between 5-7% of the Scottish population are LGB¹⁸.

The low number of LGB applicants makes it difficult to draw definitive conclusions about success in recruitment. In 2015-16, 27.8% of the LGB applicants who were interviewed were appointed to the post. This is slightly lower than the 31.7% heterosexuals and 34.4% of the candidates who did not disclose this information were appointed to the role, but represents an increase in success rate from 18.8% in 2014-15.



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

Fig. 44: Sexual Orientation full set of responses

Sexual Orientation	Applications	Shortlisted	Interviewed	Appointed
Bisexual	0.6%	0.5%	0.5%	0.0%
Gay Man	1.9%	1.6%	1.7%	1.0%
Lesbian / Gay Woman	0.6%	0.5%	0.3%	0.5%
Other	0.4%	0.4%	0.5%	1.0%
Heterosexual	81.6%	80.4%	81.0%	80.2%
Not answered	15.0%	16.5%	16.0%	17.2%

¹⁸ Stonewall Workplace equality index report, 2013

9. USING EQUALITY DATA

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

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

NES will use the equality data published in this Workforce Plan to inform policy development, the review of our equality outcomes, and to inform further action planning.