NHS Education for Scotland

NES/24/45

AGENDA FOR THE ONE HUNDRED AND EIGHTY-FIRST BOARD MEETING

Date: Thursday 15 August 2024

Time: **10:15 – 12:05**

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

1.	10:15	**Chair's introductory remarks**	
2.	10:16	**Apologies for absence**	
3.	10:17	**Declarations of interest**	
4.	10:18	**Draft Minutes of the One Hundred and Eightieth Board Meeting 23 May 2024** For Approval	NES/24/46
5.	10:20	**Matters arising from the Minutes and notification of Any Other Business**	
6.	10:21	**Actions from previous Board Meetings** For Review and Approval	NES/24/47
7.		**Chair and Chief Executive reports**	
	a.	10:25 Chair's Report For Information and Assurance	NES/24/48
	b.	10:35 Chief Executive's Report For Review and Assurance	NES/24/49
8.		**Performance Items**	
	a.	10:55 **2024/25 Quarter 1 Financial Report** For Review and Approval (J. Boyle / L. Howard / A. Young)	NES/24/50
	b.	11:05 **2024/25 Quarter 1 Strategic Risk Update Report** For Review and Approval (J. Boyle / D. Lewsley)	NES/24/51
		Quarter 1 Performance Management Reports:	
	c.	11:15 **Quarter 1 Delivery Report** For Review and Approval (C. Bichan / A. Shiell)	NES/24/52
	d.	11:25 **Strategic Key Performance Indicator (SKPI) Report: Revised Board Reporting Sequencing.** For Review and Approval (C. Bichan / S. Williams)	NES/24/53

9.	**Triennial Items**	
	a. **11:35** 2020-2023 Corporate Parenting Triennial Progress Report. For Review and Approval (G. Paterson)	NES/24/54
10.	**Governance Items**	
	a. **11:50** Co-opted Member Technology and Information Committee and Chair of the Turas Refresh Programme Board. For Approval (D. Thomas) **Significant issues to report from Standing Committees**: **b.** **11:55** Audit and Risk Committee 13 June 2024. (J. Ford, verbal update)	NES/24/55
11.	**Items for Homologation or Noting**	
11.1	**12:00** NES Standing Committee Minutes:	
	a. Audit and Risk Committee, 24 April 2024 For Homologation	NES/24/56
11.2	**12:00** 2024-25 NES Annual Delivery Plan: Confirmation of Scottish Government sign off For Noting (C. Bichan / A. Shiell)	NES/24/57
12.	**12:05** Any Other Business	
13.	**12:05** Date and Time of Next Meetings: • Private Board Meeting: 15 August 2024 at 12:30 Hybrid meeting • Board Development Meeting: 04 September 2024 at 10:15 Hybrid meeting • Public Board Meeting: 26 September 2024 at 10:15 Hybrid meeting	
	D. Thomas, Board Secretary. NHS Education for Scotland (NES) e-mail: Chair & Chief Executive's Office ceo.nes@nes.scot.nhs.uk	

NES/24/46

NHS Education for Scotland

Draft Minutes of the One Hundred and Eightieth Board Meeting held on 23 May 2024 at 10:15am – 11:45am

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

Present:	David Garbutt (DG), (Chair) Ally Boyle (AB), Non-Executive Director Jim Boyle (JB), Executive Director of Finance Olga Clayton (OC), Non-Executive Director (joined the meeting at 10:25am during item 7.2) Shona Cowan (SC), Non-Executive Director Jean Ford (JF), Non-Executive Director Lynnette Grieve (LG), Non-Executive Director / Employee Director Annie Gunner Logan (AGL), Non-Executive Director Nigel Henderson (NH), Non-Executive Director Gillian Mawdsley (GM), Non-Executive Director / Whistleblowing Champion (left the meeting at 11:15am, during item 9c and rejoined at 11:30am for item 10b and left the meeting after this item at 11.32) Karen Reid (KR), Chief Executive & Accountable Officer Karen Wilson (KW), Executive Director of Nursing Midwifery and Allied Health Professionals / Deputy Chief Executive (Clinical) Emma Watson (EW), Executive Medical Director
In attendance:	Tracey Ashworth-Davies (TAD), Director of Workforce / Deputy CEO (Corporate) Christina Bichan (CBi), Director of Planning & Performance Lisa Blues (LB), Analyst Business Partner, Planning & Performance (observing) John Burns (JB), Head of Programme, Social Care (observing) David Felix (DF), Postgraduate Dental Dean / Director of Dentistry Nick Hay (NH), Public Affairs Manager (joined the meeting at 11:15am during item 9c) Kevin Kelman (KK), Director of NHS Scotland Academy, Learning & Innovation Thomas Lamont (TL), Assistant Postgraduate Dental Dean (observing) Debbie Lewsley (DL), Risk Manager (item 10a) Claire Neary (CN), Policy and Briefings Manager (Social Care) Gordon Paterson (GP), Director of Social Care Alison Shiell (AS), Manager Planning & Performance (items 8b & 9c) Lorraine Scott (LS), Associate Manager Chair and CEO Office (minute taker) Della Thomas (DT), Board Secretary / Principal Lead Corporate Governance Simon Williams (SW), Principal Educator (items 8b,8c & 9b)

1. Chair's Welcome

1.1. The Chair welcomed everyone to the meeting, particularly Thomas Lamont, attending as part of the Dental Directorate succession planning, shadowing David Felix.

1.2. The Chair also welcomed Lisa Blues, Analyst Business Partner, Planning & Performance and John Burns, Head of Programme, Social Care who were observing the meeting as part of their induction.

2. Apologies for absence

2.1. No apologies were received from Board members, however the Chair noted that Gillian Mawdsley needed to leave at 11.15am to attend another meeting and would rejoin the Board later to present her Whistleblowing Non-Executive report.

2.2. Apologies were received from regular Board attendees, Colin Brown, Head of Strategic Development; Lindsay Donaldson, Deputy Medical Director; Andrew Sturrock, Postgraduate Pharmacy Dean and Director of Pharmacy; Christopher Wroath, Director of NES Technology Service and Judy Thomson, Director of Training for Psychology Services.

2.3. The Chair also noted that apologies had been received from Katy Hetherington, Principal Lead, Equality, Diversity and Human Rights, who had intended to attend today to present Item 10c. The Chair asked the Board to note that Tracey Ashworth-Davies would now present this paper.

3. Declarations of interest

3.1. There were no declarations of interest made in relation to the business of today's meeting.

4. Draft Minutes of the One Hundred and Seventy-Nineth Board Meeting - 28 March 2024(NES/24/28)

4.1. The Board approved the draft minute of 28 March 2024 meeting.

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

5.1. There were no matters arising in relation to the minutes of the last Board meeting.

5.2. There were no notifications of any other business.

6.   Actions from previous Board Meetings   (NES/23/29)

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

6.2.   The Board noted that 5 actions were marked as completed with 2 remaining in progress.

6.3.   The Action list was agreed.

7.   Chair & Chief Executive Updates

7a)   Chair's Report   (NES/23/30)

7.1.   The Chair presented his report, outlining his recent meetings and activity since the 28 March 2024 Board meeting, in his role as Chair of the NES Board and as a member of the NHS Scotland (NHSS) Board Chairs Group (BCG).

7.2.   No questions were raised, and the Board noted the content of the report.

7.3.   Olga Clayton joined the meeting during item 7b.

7b)   Chief Executive's Report   (NES/23/31)

7.4.   The Chair invited Karen Reid to introduce the report.

7.5.   Karen Reid thanked Kirsteen McColl, Manager of CEO and Chairs office, for an exceptional job in the coordination and preparation of the report. Karen Reid highlighted the following areas:

    a)   Karen Reid referred to the further response to the UK COVID-19 Inquiry noted at 2.1 of the report and thanked Della Thomas for her leadership and attention to detail in the preparation of the submission. She also thanked Karen Wilson, Tracey Ashworth-Davies, and David Felix. The Chair also endorsed all the effort and work which had gone into the submission to the UK COVID-19 Inquiry.

    b)   Karen Reid referred to 2.2 of the paper, reporting that the National Care Service is currently drafting Stage 2 which will be shared with Board Chief Executive Officers (CEO's), Convention of Scottish Local Authorities (COSLA) Leaders and Society of Local Authority Chief Executives and Senior Managers (SOLACE) when available, advising that this is likely to be debated from September 2024.

    c)   Karen Reid noted that Dr Ailsa Power, Associate Postgraduate Pharmacy Dean would retire in June 2024, informing the Board that Ailsa Power has been a member of staff with NES for over 20 years and that during this time she has made significant and instrumental contributions to a range of activities within Pharmacy and NES. Karen Reid and the Board wished Ailsa Power well in her retirement.

> d) Karen Reid advised the Board that during the recent 2024 NES Annual Virtual Conference there were 300 presenters and speakers with over 1900 virtual delegates and the feedback received has been commendable. She thanked all those involved who had made the conference possible.
>
> e) Karen Reid advised the Board that at the most recent internal Webinar on the fiscal position, there were over 600 participants and that the question and answers (Q&A) from this session had been released this morning to all staff.

7.6. The Chair thanked Karen Reid for her introductory remarks and opened the meeting to questions.

7.7. Lynnette Grieve, Employee Director, noted that she has received exceptional feedback from colleagues on the Webinars delivered by Karen Reid and the Executive Team. She went on to remark that staff are grateful to be kept up-to-date and that staff have also acknowledged the manner in which Karen Reid has kept everyone informed and also answered all questions.

7.8. Annie Gunner Logan in her role as Education and Quality Committee (EQC) Chair, referred to paragraph 3.1.6 (h) of the report detailing Medical Associate Professions and advised that the EQC had recently been made aware of discussions, particularly around Physician Associates, in England. She highlighted that the risk around this was discussed by the EQC, and the Committee concluded that it was not a risk to NES as it was a policy matter for SG.

7.9. The Chair noted that during the recent NES Virtual Conference he attended a session where there was input from a speaker which turned out to be an Artificial Intelligence (AI) Avatar. He raised the point that it would be helpful to further discuss the use of AI and the risks and opportunities for NES. It was noted in the Teams meeting chat function that an AI session is scheduled as part of the 24 October 2024 Board Development meeting.

7.10. The Chair thanked Karen Reid for her report and the Board noted the report and confirmed it provided assurance.

8.   Strategic Items

8a)   NES Draft Climate Emergency and Sustainability Strategy 2024-27
                                                                (NES/24/32)

8.1. The Chair invited Jim Boyle to present the NES Draft Climate Emergency and Sustainability Strategy 2024-27 to the Board for review and approval.

8.2. Jim Boyle highlighted that the report presented to the Board includes comments and feedback received from the Board Development Session that took place on 18 April 2024. He went on to advise that the Report had been reviewed and approved for onward sequencing to the Board by the Audit and Risk Committee (ARC) at the 24 April 2024 meeting.

8.3.   Jim Boyle particularly asked the Board to note paragraph 6.7 reflecting the suggestion from the Board Development Session, to include Realistic Medicine within the Climate Emergency and Sustainability Strategy. He advised that NES' education and training programmes will now take into context the wider environmental impact on the course of action taken when discussing personal healthcare plans with people.

8.4.   Jim Boyle remarked that NHS Boards and NES are expected to comply with the existing policy and strategy on net zero despite the national target recently being adjusted by Scottish Government (SG).

8.5.   Jim Boyle drew the Board's attention to the Draft Action Plan and advised that this had been included for information at this stage and will be considered further by the Climate Emergency Sustainability Group (CESG). He remarked that the draft Action Plan intends to provide details on how NES will deliver the areas within the Climate Emergency and Sustainability Strategy.

8.6.   Jim Boyle advised that an informal group made up of staff volunteers, will be set up and will contribute to the more formal CESG.

8.7.   Jim Boyle asked the Board to note that following approval of the Climate Emergency and Sustainability Strategy, he would meet with Gillian Mawdsley, Non-Executive Director Climate Emergency and Sustainability Champion, to launch communications to all NES Staff.

8.8.   Gillian Mawdsley, in her role as Non-Executive Director Climate Emergency and Sustainability Champion, commended Jim Boyle and the Team on the work to complete the Climate Emergency and Sustainability Strategy and the draft Action Plan. She remarked that she was pleased to note that, Climate Change and Sustainability had been addressed during the NES Virtual Conference. She highlighted that the launch of the Climate Emergency and Sustainability Strategy and video is a good start to encourage every individual to make a difference professionally and personally.

8.9.   The Chair acknowledged the exceptional work and welcomed the draft action plan to progress the Climate Emergency and Sustainability Strategy.

8.10.   The Chair opened the meeting to members for questions.

8.11.   The Board acknowledged the content and layout of both the Climate Emergency and Sustainability Strategy and the draft Action Plan noting the excellent cover paper, which highlighted well the journey and progress of process.

8.12.   Lynnette Grieve, in her role as Employee Director, endorsed the draft Climate Emergency and Sustainability Strategy and welcomed the establishment of the informal group, noting that staff across NES who have an interest in Climate Change will have the opportunity to input and be involved in the progression of the implementation of the NES Climate Emergency and Sustainability Strategy.

8.13.   A question was raised by the Board on how the informal group will report progress and how members of staff and the public will be engaged.

8.14. Jim Boyle advised that formal reports on progress will be sequenced on a quarterly basis through ARC as the Committee with the delegated responsibility for climate emergency and sustainability by the Board. He advised that it is intended that the informal group will report to CESG and CESG will be the primary driver, reporting to ARC.

8.15. Karen Reid reported that in terms of engaging with the public, the Climate Emergency and Sustainability Strategy will be a public document and annual reports on progress brought to the Board will also be available in the public domain. She went on to advise that the NES Annual Performance Report is also a public document and any updates on the Climate Emergency and Sustainability Strategy will be reported within. Karen Reid proposed that that more thought would be given on how to engage and communicate with the public. **Action: JB**

8.16. The Board referred to page 12 of the document and asked if the diagram's vertical axis had a measurement, as it was unclear if this referred to miles or kilometres. Jim Boyle advised that it was kilometres and agreed to update the diagram. **Action: JB**

8.17. The Board acknowledged that including Realistic Medicine within the Climate Emergency and Sustainability Strategy was an ambitious challenge and recognised that involving patients in treatment decision making and discussing the impact on Climate Change and Sustainability will need careful consideration.

8.18. There were no further questions from the Board and the Chair thanked Jim Boyle and the team for their work on preparing the draft Climate Emergency and Sustainability Strategy and draft Action Plan.

8.19. The Board approved the NES Draft Climate Emergency and Sustainability Strategy 2024-27 including the proposed working relating to Realistic Medicine.

8.20. The Board noted the Draft Action Plan which will be discussed at the Climate and Emergency Sustainability Group.

8b) **Draft 2024-25 NES Delivery Plan** (NES/24/33)

8.21. The Chair welcomed Simon Williams and Alison Shiell, who had joined the meeting in support of this report. He invited Christina Bichan to introduce this item.

8.22. Christina Bichan advised the Board that the paper outlined the draft Delivery Plan 2024-25, based on a previous version reviewed and approved for submission to SG at the Private Board on 28 March 2024.

8.23. Christina Bichan asked the Board to note that the Annual Delivery Plan (ADP) is an overview of priorities which will allow delivery of the NES Strategy 2023-26 and NHS Scotland Delivery Plan - National Drivers of Recovery Principles. She advised that the ADP is the high-level delivery route for a range of NES strategic documents including the Anchor Strategic Plan and the ADP has been

updated in the line with verbal feedback received from the SG Sponsor Team and aligned with the NES Financial Plan for 2024-25.

8.24. Christina Bichan advised that approval in principle is being sought from the Board today in recognition of ongoing budget discussions with SG and the likelihood of amendments being required once priorities are confirmed. Christina Bichan reported that updates and amendments to the ADP will be provided through the established quarterly reporting arrangements.

8.25. The Chair invited questions from the Board. There were no questions, therefore the Chair thanked Christina Bichan and the team for their efforts in preparing the ADP.

8.26. The Board approved the paper in principle.

8.27. Alison Shiell left the meeting.

8c)   Strategic Key Performance Indicators: Review   (NES/24/34)

8.28. The Chair invited Christina Bichan to present this report noting that Simon Williams remained in attendance to assist with any questions which may arise.

8.29. Christina Bichan advised the Board that this paper presents the review of the Strategic Key Performance Indicators (SKPI) which were introduced at the beginning of 2023-24 as a mechanism for measuring NES performance in line with the NES Strategy 2023-26.

8.30. Christina Bichan advised that the paper includes the findings of the review undertaken at the end of year one and provides the recommendations for action moving into year two.

8.31. Christina Bichan advised that the Board is asked to review the information provided, which builds on the initial findings shared during the Board Development session held 18 April 2024 and approve the recommendations detailed at 6.3 of the paper.

8.32. The Chair invited questions from the Board.

8.33. Annie Gunner Logan, in her role as EQC Chair, asked the Board to note that the EQC have not received robust SKPI performance reports due to the lack of data available for around half of the SKPIs delegated to the EQC by the Board. She reported that the EQC have been advised that a review of the process and measures for EQC SKPIs is underway and a substantive report this will come to EQC at the 12 September 2024 meeting which will encapsulate the data and findings of the review.

8.34. Karen Wilson advised the Board that there are currently 10 educational SKPIs with no measurable data available. She remarked that these SKPIs are complex, and a detailed long-term process is being considered to ensure that the SKPIs measure what is necessary for NES. Karen Wilson advised that some of the data will rely on TURAS refresh progression, so methods for

collecting the data is being explored. Karen Wilson confirmed that the report, which will be presented to 12 September 2024 EQC, will offer a level of assurance for each SKPI in the short-term, until the long-term process is finalised.

8.35. The Board asked how horizon scanning and benchmarking could be better presented, remarking that it is currently a busy graphic.

8.36. Christina Bichan advised that there is not a lot of space to include detail within the table, however she confirmed that supporting narrative will be presented within the report when that information is available.

8.37. The Board noted that not all measures have a Red, Amber, Green (RAG) rating and requested a timeline for when this would be available.

8.38. Christina Bichan advised that when there is clarity on baseline data these will be reported on, and a RAG rating provided, however at this time some SKPIs are taking longer to provide sufficient data which also includes an understanding of the current data available.

8.39. The Board asked if a timeline for the progression of actions could be provided.

8.40. Christina Bichan advised that the reporting timeline will be in line with current quarterly reporting and an update will be provided at the next meeting.

8.41. Tracey Ashworth-Davies updated the Board that a survey had been completed in relation to SPKI 8, and the results of this will be included in the report to a subsequent Board meeting.

8.42. The Board approved the report.

8.43. The Chair thanked Christina Bichan and the team for preparing the report and their continued work on SKPI's.

9. Performance Reports

9a) **Quarter 4 Strategic Risk Report and NES Risk Appetite Proposal**
(NES/24/35)

9.1. The Chair welcomed Debbie Lewsley to the meeting and invited her to present the report.

9.2. Debbie Lewsley advised the Board that the report presents the Quarter 4 (Q4) strategic risk register and a summary of all the strategic risks. She went on to ask the Board to note the considerable movement to scoring of several risks in this period due to the changing external environmental, with net risk ratings increasing due to the impact of the current political fiscal environment. She reported that controls and actions have been identified where the net score is outwith the Boards appetite.

9.3. Debbie Lewsley advised that the Board Risk Appetite Proposal included with the report was reviewed following implementation of a new scoring matrix which was approved by the Executive Team and the Audit and Risk Committee in April 2024. She reported that this proposal considers the appropriateness and proportionality of the scoring for the existing risk categories and for the 4 new categories that have been added to the NES Risk Profile.

9.4. Debbie Lewsley remarked that additionally the report highlights the development of risk management training which promotes awareness of the purpose and importance of risk management at all levels within NES. She reported that several training sessions have been delivered including at the recent Learning at Work week and further sessions have been scheduled.

9.5. The Chair thanked Debbie Lewsley for her opening remarks and asked Jean Ford, in her role as Chair of Audit and Risk Committee (ARC) if there was anything further, she would wish to draw to the Board's attention.

9.6. Jean Ford acknowledged the ongoing process and confirmed that the ARC was content with the progress to date.

9.7. Jim Boyle advised the Board that this was an opportunity to review the risk structure, appetite and scoring matrix, and wishes to provide the Board with assurance that the focus shall now be on the risks, scoring and mitigation.

9.8. The Board referred to Strategic Risk 10, relating to failure to adequately anticipate and mitigate the impacts of policy, legislative, economic and societal change, and asked if the changes in population demographics and the burden of disease had been considered in the formulation of this risk.

9.9. Jim Boyle confirmed that these aspects were included.

9.10. The Board referred to Strategic Risk 9 relating to NES not putting sufficient measures in place to address ongoing cost and funding pressures, and asked if the phrasing of this might require to be changed, as NES is not responsible for putting in measures to address the current funding pressures.

9.11. Karen Reid agreed that Strategic Risk 9 would be reviewed and re-worded as appropriate. **Action: JB**

9.12. The Board approved the report and the Chair thanked Debbie Lewsley for her work and she left the meeting.

Quarter 4 Performance Management Reports

9b) Quarter 4 Strategic Key Performance Indicator Report (NES/24/36)

9.13. The Chair invited Christina Bichan to present the report which comes to the Board for approval.

9.14. Christina Bichan advised the Board that the report presents the Q4 update and progress on 36 Strategic Key Performance Indicators (SKPIs) which now have

regular data. Noting that overall RAG ratings are 22% green, 11% amber, with 19% red. She reported that tables 3 and 4 within the report provided further information on the red and amber RAG ratings with details on the improvement plans in place. Christina Bichan went on to advise that the RAG ratings have still not been established for 7 SKPIs, however the report will be updated once baselines are established, and data becomes available.

9.15.   The Chair opened up the meeting for questions.

9.16.   Lynnette Grieve, Employee Director remarked that the percentage disability for staff is currently under-reporting for SKPI 07a. Lynnette Grieve advised that this has been discussed at the Disabled Staff Network Group and members have acknowledge that not everyone has disclosed their disability, however there is a campaign underway to encourage staff to do so. She remarked that it is hoped by doing so that these numbers will increase.

9.17.   The Board discussed the working age percentage and asked if there was consistency with the RAG status.

9.18.   Tracey Ashworth-Davies reported that the RAG status was accurate, however the commentary would be adjusted to reflect this.   **Action: TAD**

9.19.   The Board noted that SKPI 10 is linked to TURAS refresh and asked if the SKPI should instead relate to the overall use of TURAS as this was already being accessed by learners.

9.20.   Karen Wilson advised that at the moment there is not a robust system to advise how and where people are accessing TURAS, however with the refresh this will be identified and allow data to be recorded for this SKPI.   She went on to advise that the SKPI 10 percentage measurement is for the registered workforce, not all of the workforce.

9.21.   The Board referred to SKPI 4 and questioned if the measurement provided the assurance the Board was looking for. The Board noted that although there is a low vacancy rate, this is reflective of the low recruitment activity, however the measurement is for enhanced staff wellbeing and in this instance, wellbeing would likely not have been increased during this period.

9.22.   Karen Reid reported that the vacancies are being managed effectively and acknowledged the important point made and asked if perhaps a sub-measure could be considered.   **Action: CBi**

9.23.   The Board approved the report.

9.24.   The Chair thanked Christina Bichan and Simon Williams for the report and Simon Williams left the meeting.

9.25.   Nick Hay, Principal Manager, joined the meeting during the next agenda item.

9.26.   Gillian Mawdsley, Non-Executive Director / Whistleblowing Champion, left the meeting during the next agenda item.

9c)   Quarter 4 Delivery Report   (NES/24/37)

9.27.   The Chair welcomed Alison Shiell back to the meeting and invited her to present this paper for Board approval.

9.28.   Alison Shiell advised the Board that the report provides an update on NES's deliverables and milestones set out in the 2023-24 Annual Delivery Plan. She drew the Board's attention to a summary of the deliverable status found in table 1 of the report at paragraph 6.1 and reported a slight reduction of red and amber deliverables since the Q3 report to the Board.

9.29.   The Chair thanked Alison Shiell for her introductory remarks and opened up to the Board for questions.

9.30.   Karen Reid noted her thanks to colleagues across the organisation on meeting the deliverables for Q4 especially as they have been working within the current tight fiscal environment.

9.31.   The Board asked if the Huddle Tool noted at NHS Board Deliverable Reference 5863 was still being used routinely by Care Homes and Health and Social Care Partnerships (HSCPs).

9.32.   Karen Wilson confirmed that the tool was still be used. Gordon Paterson reported that the figures continue to be reported to SG.

9.33.   The Board noted the key achievements listed at paragraph 6.7 of the report and remarked on the positive numbers reported.

9.34.   As there were no further questions, the Chair thanked Christina Bichan and Alison Shiell for the report.

9.35.   The Board approved the report.

9.36.   Alison Shiell left the meeting.

10.   Annual Items

10a)   Executive Lead Annual Whistleblowing Report 2023/24   (NES/24/38)

10.1.   The Chair invited Christina Bichan to present the report.

10.2.   Christina Bichan advised that in line with National Whistleblowing Standards all NHS Scotland Boards are required to publish an Annual Report. She remarked that this report is presented for 2023-24 and provides a summary of annual performance and builds on quarterly updates received at Staff Governance Committee (SGC) and the Board through the Chief Executives Report.

10.3.   Christina Bichan advised that the report is for the Board's review and approval, and that thereafter it will be submitted to the Office of the Independent National Whistleblowing Officer.

10.4.   Christina Bichan highlighted that there are now 4 confidential contacts within NES spanning across the workforce. She remarked that this is a positive development and provides a broader group of people in the whistleblowing steering group.

10.5.   Christina Bichan invited the Board to note the increase in Line Manager Whistleblowing training completion rates achieved through collaboration with Organisational Development, Leadership and Learning (ODLL) colleagues as part of the focus to increase the essential learning. She advised that this work is continuing into 2024-25.

10.6.   The Chair thanked Christina Bichan for her introductory remarks and opened up the meeting to the Board for questions.

10.7.   There were no questions and the Chair thanked Christina Bichan for the paper and the Board approved the report.

10b)   Non-Executive Director Whistleblowing Champion Report 2023/24   (NES/24/39)

10.8.   The Chair welcomed Gillian Mawdsley, Non-Executive Director Whistleblowing Champion, back to the meeting and invited her to introduce her report.

10.9.   Gillian Mawdsley acknowledged the work of the Team to compile the Executive Lead Whistleblowing annual report and noted her appreciation of the achievements made. She remarked that the staff who are involved in whistleblowing do so as a proportion of their role and acknowledged that this contributes to the culture that NES is aspiring to.

10.10. Gillian Mawdsley advised that a report was not required to the Cabinet Secretary from the non-executive whistleblowing champions this year.

10.11. Gillian Mawdsley endorsed the Executive Lead Whistleblowing annual report and confirmed that it provided assurance to the Board.

10.12. The Chair opened up to the Board for questions. As there were none the Board approved the report and agreed that it provided assurance in this area.

10.13. The Chair thanked Gillian Mawdsley for her report, and she left the meeting.

10c)   2023-24 Equality and Diversity Annual Report   (NES/24/40)

10.14. The Chair invited Tracey Ashworth-Davies to introduce the report.

10.15. Tracey Ashworth-Davies asked the Board to note that the report provided the progress on NES's equality outcomes since the mid-year report to the Board on 23 November 2023 and notes plans for equality and diversity inclusion activities for 2024-25.   She reported that each relevant Committee has reviewed and approved their delegated equality and diversity outcomes prior to the full set coming to the Board today for Board review and final approval.

10.16. Tracey Ashworth-Davies reported that in line with SG direction there is a focus on anti-racism and NES have responded by including anti-racism work objectives for the Executive Team and all staff. She reported that SG has requested anti-racism plans and NES is a member of the National Group where Katy Hetherington is taking a lead role in identifying common themes.

10.17. Tracey Ashworth-Davies reported that the key focus for 2024-25 was to improve the outcome focused nature of the work, as opposed to activity focused.

10.18. The Chair thanked Tracey Ashworth-Davies for her introductory remarks and opened up the meeting for questions.

10.19. There were no questions, and the Board confirmed that they noted the recommendations and approved the end of year report.

10.20. The Chair thanked Katy Hetherington for her work.

11. Governance Items

11a) Audit and Risk Committee 24 April 2024

11.1. The Chair invited Jean Ford, Chair of ARC to provide a brief update for the Board on the last ARC meeting. Jean Ford reported that the Climate and Emergency and Sustainability Strategy 2024-27 and the Strategic Risk Report and Risk Appetite proposal which were presented to the Board today were discussed at Committee and approved.

11.2. She advised that the ARC considered 2 audit reports, the Additional Cost of Teaching (ACT) funding and the Performance Management, both were rated with significant assurance with minor improvements required.

11.3. Jean Ford highlighted that the Improved Audit Plan for 2024-25 received confirmation that all external audit recommendations from last year will be marked complete and reported to the next ARC meeting on 13 June 2024.

11b) Staff Governance Committee 22 February 2024

11.4. The Chair invited Nigel Henderson, Chair of SGC to provide a brief update for the Board on the last SGC meeting. Nigel Henderson reported that the meeting discussed internal and external issues with the Human Resources (HR) service desk, and it was agreed that a short life working group will be set up to identify the issues and the outcome will be reported to the next SGC on 22 August 2024.

11.5. Nigel Henderson highlighted that the Committee received and approved the SGC Equality and Diversity related outcomes, included in the fuller report presented to the Board today; the Executive and Non-Executive Whistleblowing reports and the Staff Governance and Remuneration Committee 2023-24 Annual Reports.

11.6. Nigel Henderson reported that as one of the non-executive members has retired, a contingency plan for ensuring the SGC is quorate is being developed.

11c) Education and Quality Committee 7 March 2024

11.7. The Chair invited Annie Gunner-Logan, Chair of EQC to provide a brief update for the Board on the last SGC meeting. Annie Gunner-Logan advised that the EQC discussion around SKPI's has already been reported during today's meeting. She highlighted that the NHS Scotland Academy Annual report was presented to the EQC, and the Committee endorsed this as an excellent report.

11.8. Annie Gunner Logan reported that there was a theme throughout the EQC meeting in relation to assurance in terms of the context and the impact of activity that is reported to the EQC is measurable. She advised that the EQC will continue to monitor this at future meetings.

11d) Technology and Information Committee 13 February 2024

11.9. David Garbutt, the Chair of the Committee reported that the Technology and Information Committee (TIC) received some in depth reports on progress with commissions and noted the frustration on the progress around funding for short-term contracts.

11.10. He reported that the TIC approved the TURAS refresh programme business case. He advised that this approval allows progress to the next stage ensuring the commitment for funding, which will then lead on to a full business case being presented to SG.

11.11. The Board asked if there was a timeline for when the business case would be agreed by SG.

11.12. Karen Reid advised that the business case has been submitted however as the general election has been announced, this will result in a delay, and it could be September 2024 or beyond before we receive a decision.

12. NES Standing Committee Minutes

12a) Audit and Risk Committee, 18 January 2024   (NES/24/41)

12.1. The minutes of this meeting were homologated by the Board.

12b) Staff Governance Committee, 22 February 2024   (NES/24/42)

12.2. The minutes of this meeting were homologated by the Board.

12c) Education and Quality Committee, 7 March 2024   (NES/24/43)

12.3.   The minutes of this meeting were homologated by the Board.

12d) Technology and Information Committee, 13 February 2024   (NES/24/44)

12.4.   The minutes of this meeting were homologated by the Board.

13.   Any Other Business

13.1.   There was no other business requiring consideration at this meeting.

14.   Date and Time of Next Meetings

    a) Private Board: 28 March 2024, follows on from Public Board (hybrid)
    b) Public Board: 23 May 2024, Hybrid Meeting

The Chair thanked everyone for their attendance and closed the meeting at 11:45am

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NES
June 2024
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Rolling Action List arising from Board meetings

Minute	Title	Action	Responsibility	Date required	Status and date of completion
Actions raised at Board meeting on 23 May 2024					
8.15	NES Draft Climate Emergency and Sustainability Strategy 2024-27	Discuss how to engage and communicate how NES Strategy updates and progress will be shared with the public.	JB	15 August 2024	**Complete** The NES Climate Emergency & Sustainability Group has finalised the Action Plan and progress updates will be reported to ARC and included in the NES annual report on Climate Emergency.
8.17	NES Draft Climate Emergency and Sustainability Strategy 2024-27	To update the vertical axis diagram to reflect the measurement refers to kilometres at page 12 of the Strategy, prior to publication.	JB	July 2024	**Complete**
9.11	Quarter 4 Strategic Risk Report and NES Risk Appetite Proposal	Strategic Risk 9 to be reviewed and re-worded as NES is not responsible for putting in place measures to address the current funding pressures.	JB	15 August 2024	**Complete** Included in revised risk log.
9.18	Quarter 4 Strategic Key Performance Indicator (SKPI) Report	SKPI 07a - commentary to be included within the report to reflect the working age percentage.	TAD	15 August 2024	**Complete** The RAG thresholds currently used for SKPI 7 (a-c) were based on published Scottish census data, this being the most robust data covering all protected characteristics. Working population data was considered but data sets were not considered sufficiently robust. RAG thresholds are due to be reviewed based on 2022 census data once fully published across protected characteristics. Available working population data sets will also be considered.

Minute	Title	Action	Responsibility	Date required	Status and date of completion
9.22	Quarter 4 Strategic Key Performance Indicator (SKPI) Report	Consider the addition of a sub-measure for SKPI 04 as although there is a low vacancy rate, this is reflective of the low recruitment activity, and therefore may not be a measurement of enhanced staff wellbeing.	CBi	15 August 2024	**Complete** At present there are limitations within existing data sources and systems to enable an alternative perspective on NES vacancies to be provided. However, as data over time is built for this metric further consideration will be given as to whether or not it is adequately meeting the intent behind the measure and the potential for alternative data capture mechanisms.
Actions raised at Board meeting on 8 February 2024					
8.7	Learning and Education Strategy	A process to be agreed to thank stakeholders who have contributed to the development of the strategy.	RR/KK	23 May 2024	**Complete** Stakeholders have been thanked for their contribution.
8.8	Learning and Education Strategy	The strategy is to be distilled into a short summary document that could used for such things as NES corporate induction.	RR/KK	23 May 2024	**Complete**

NES / LS
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NES/24/48

CHAIR'S REPORT

David Garbutt, Chair of NES Board

15 August 2024

August 2024

1. Introduction

1.1.   Since the last Board meeting in May 2024, I have attended meetings and events in addition to internal NES meetings, Board and Standing Committees. A summary is presented below.

2. Summary of Engagements May 2024

2.1.   On the 14 May I attended the NHS Scotland Global Citizenship Advisory Board Meeting to discuss the new model agreement for international secondments.

2.2.   On 15 May I took part in the NES Non-Executive Director interviews. We interviewed 4 applicants but unfortunately, we did not appoint. This will result in a new advertisement being prepared and I will review the post requirements with colleagues.

2.3.   On 20 May I attended the BCG Private Meeting and AGM. The topics for discussion were, Improving Wellbeing and Workforce Cultures Strategic Group Report and Action Plan which will be published in the summer 2024, Succession planning, and Scottish Government (SG) priorities

2.4.   On 22 May I attended the opening of the NHS Scotland Academy Skills and Simulation Centre at Golden Jubilee University National Hospital along with the Chief Executive and Cabinet Secretary.

2.5.   The NHS Chairs Meeting with the Cabinet Secretary meeting took place in person on 22 May at the NHS Golden Jubilee Conference Hotel. We discussed the move towards prevention and improving primary care, additional funding for waiting times reduction, progress with CAMHS, Pay and rewards for Junior Doctors discharge planning and reform which included a new national clinical framework, the reform of medical education, the need for development of clinical leaders and the development of an electronic patient record.

2.6.   I Chaired the First Minister's Brave at Heart Validation Panel on 22 May to consider awards for exceptional bravery by members of the emergency services and members of the public. A list of recommendations were submitted from the meeting.

3. Summary of Engagement June 2024

3.1.   On 07 June I attended the launch of The Promise Scotland Plan 24-30: People and Scaffolding. This was an online event and was accompanied by a new action plan and website.

3.2.   I attended the BCG Finance Planning Session that was held on 07 June to discuss funding issues to present to the Cabinet Secretary.

3.3.   I attended the NHS Scotland 2024 Event in the SEC, Glasgow on 10 June. The Mini Plenary Session 1: Launch of the Chief Medical Officer's Annual Report 2023-2024 was cancelled, and I used this time as a useful networking session around innovation and digital delivery with other Chairs present. I then attended the session on Working Innovatively and Collaboratively to create Health and Social Care Communities.

3.4.   On 11 June, I attended the National Board Chairs discussion and reviewed the financial position from the National Boards perspective.

3.5.   On 13 June I attended the Family Nurse Partnership Graduation Ceremony at the Golden Jubilee Conference Hotel, Clydebank. The training programme has been fully evaluated at Master's Degree level, a world's first for Family Nurses. I gave an opening address to the graduates and their families at the ceremony. This was excellent work by our NES colleagues in developing the programme in this way.

3.6.   I attended a NIS Audit Team meeting on 13 June with NES colleagues and the Scottish Health Competent Authority. The meeting discussed the 2024 Audit Programme Progress Report which saw a huge improvement over the previous year. Again, I would like to thank the digital team for their outstanding work on this audit.

3.7.   During the month of June, I supported the Scottish Social Services Council (SSSC) in the recruitment process for a new Chief Executive.

3.8.   I attended the BCG Private meeting on 24 June at NES offices in Westport. We discussed the reform agenda, particularly in relation to Primary Care, the need to join up the digital landscape and financial reporting. I also attended a meeting of the national Board Chairs when we discussed attraction of new Chairs for future vacancies and the remuneration of Chief Executives.

3.9.   On 25 June I attended the Scottish Improvement Leaders Annual Celebration and Networking Virtual Event (ScIL) and gave the opening remarks.

3.10.   On 25 June I visited the University of St Andrews, Eden Campus, with the Chief Executive where we discussed opportunities for value-based health and care/realistic medicine, learning technologies – including clinical simulation, and innovation.

3.11.   On 26 June I spent the day as part of the interview panel for the Chief Executive of the SSSC.

3.12.   Tom Steele and I presented at the Aspiring Chairs Session on Transformational Change and Reform on 28 June.

4.   Summary of Engagement July 2024

4.1.   I attended the SCLF Consolidation Event for Cohort 13 on 02 July in person in NES offices in Westport and gave a closing address to Cohort 13 and a welcome to some of the members of Cohort 14 who are starting on their journey. I have asked the SCLFs who were based with NES to give a presentation on their work to the Board at a future event.

4.2.   On 04 July I attended the Strategic Sponsorship Meeting with NES and SG colleagues and discussed social Care, Commissioning/Finance, Digital and UG funding.

4.3.   I attended the Aspiring Chair Advisory Panel on 08 July.

4.4.   On 11 July I attended a follow up meeting in St Andrew's University with the Chief Executive, ET members and colleagues from Yale and St Andrews university and discussed the Global Health Leadership Initiative and the potential for some joint work.

David Garbutt
Chair

Chief Executive's Report

Professor Karen Reid, Chief Executive

Date: August 2024

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1. Introduction

a)   The upcoming August Board meeting will primarily focus on governance matters. The Board will be asked to approve the 2024-25 Quarter 1 Risk, Finance, and Performance reports. Our performance reports include the Quarter 1 Delivery Report and the revised Board Reporting Sequencing Strategic Key Performance Indicator (SKPI) Report.

b)   Additionally, the Board will be asked to approve the paper outlining a new member to join the Co-opted Member Technology and Information Committee and the Turas Refresh Programme Board Chair.

c)   NES received a formal feedback letter from the Scottish Government on 10 July 2024 confirming approval of our 2024.25 Annual Delivery Plan. The letter is included on the 15 August Public Board agenda as an item for noting.'

2. Updates and Announcements

2.1. COVID 19 Public Inquiries

a)   NES continues to engage in the regular meetings organised by the Central Legal Office. This provides an opportunity to receive updates on progress of both Scottish and UK COVID Inquiries and resolve queries.

b)   We remain alert to any involvement for NES in respect of both the Scottish and UK COVID-19 Public Inquiries.

c)   The Scottish Inquiry "Health and Social Care" Impact Hearings have concluded. Closing statements took place 27-28 June 2024. The "Education and Young People" Impact Hearings are expected to commence in September 2024.

d)   UK Covid-19 Inquiry, Module 1 Report on "Resilience and Preparedness of the UK" was published on 18 July 2024. There are 10 recommendations are set out in Appendix 4. Baroness Hallett presented her Report in a brief address

e)   The NHS Scotland territorial and national Health Boards (including NES), Public Health Scotland and National Services Scotland have all been granted Core Participant status for Module 3 of the UK Inquiry on the impact of COVID-19 on the UK's healthcare systems. The hearing dates for oral evidence begin 09 September 2024 and continue for 10 weeks concluding in November 2024.

f)   The UK Inquiry Module 7, "Test, Trace and Isolate" conducted preliminary hearings on 26 June 2024. Scottish NHS Boards, including NES, have Core Participant status for this Module.

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2.2. Employee Engagement

a) The results of the annual NHS Scotland iMatter Survey have recently been published showing 87% staff participation (vs. 88% in 2023) and an Employee Engagement Index of 84 (vs. 85 in 2023). It was great to see that NES has retained its high employee engagement at a time of fiscal uncertainty across the public sector given the implications for staff. This is considered an excellent result, but we are keen to explore how we can improve our staff experience of working within NES.

2.3. National Care Services (NCS)

a) On 24 June 2024 the Minister for Social Care, Mental Wellbeing and Sport, Ms Maree Todd, shared the Scottish Government's draft Stage 2 amendments for the National Care Service (Scotland) Bill with the Health, Social Care and Sport Committee. The Minister also shared the Bill as introduced marked up with the proposed amendments, an updated Memorandum, Explanatory Notes, the draft National Care Service Charter and a copy of the Public Bodies (Joint Working) (Scotland) Act 2014 marked up with proposed amendments.

b) The Health, Social Care and Sport Committee has now launched a call for written evidence on the draft amendments, which is due to run until 30 August 2024. Oral evidence sessions are expected to take place following the conclusion of recess.

2.4. NHS Scotland Academy Skills and Simulation Centre

a) On May 22, 2024, Mr. Neil Gray, Cabinet Secretary for Health and Social Care, officially opened the NHS Scotland Academy Skills and Simulation Centre. The visit was hosted jointly by the Chair of the partner Board NHS Golden Jubilee This good news story generated positive publicity about the partnership's impact on staff well-being, opportunities for progression, and patient care, as well as the reduction of waiting lists in priority areas.

2.5. United Nations Convention on the Rights of the Child (UNCRC) Incorporation) (Scotland) Act 2024

a) The [UNCRC (Incorporation) (Scotland) Act 2024](#) provisions came into full effect on 16 July 2024. NES is leading a project to support health boards with the incorporation of UNCRC and is addressing key considerations for NES through the Children's Rights Subgroup.

b) Listed public authorities will be required to report on their compliance with the UNCRC requirements every three years; this replaces the current duty under the Children and Young People (Scotland) Act 2014. To note: statutory guidance has not yet been published & is expected.

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2.6.   Stakeholder Survey 2024

a)   NES has recently launched its [Stakeholder Survey for 2024](). This survey will help us better understand the learning and support needs of our stakeholders and identify areas to focus on in the future. This will ultimately help us improve our education, training, and workforce services.

b)   The survey closes on Wednesday, 21 August. The feedback will be presented to the NES Board in November.

2.7   Announcements

Retirement of Dr Robert Farley, Associate Director, HealthCare Science

a)   I would like to wish Dr Robert Farley all the best in his retirement from NES. I also want to acknowledge his dedication and hard work during his successful career. Rob established the Healthcare Science work stream at NES in 2008, being its first appointee. Initially, he focused on building a reputation and presence with the wider NHS healthcare science workforce. His significant contribution to Healthcare Science across the UK has been recognised by the award of Honorary Fellowship of the Academy of Healthcare Science.

3. Our Strategic Themes

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

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

3.1.1. Chief Executive Update

a) I continue to enjoy meeting with a range of NES staff either to discuss key NES programmes and initiatives or as part of their induction. Since the last Board meeting, I am continuing to connect with NES staff to communicate key strategic messages through all-staff webinars. We continue to get good attendance at these sessions which provide colleagues with a platform to share their views, raise concerns, and ask questions. The most recent webinar on NES fiscal position was held on 15 July 2024 with over 433 colleagues attending.

3.1.2. Dental including Healthcare Science

a) **Safe Practitioner Framework Transition Action Plan**
The 'Transition Action Plans' created in partnership to formulate how pre-registration qualifications for Dental Nurses and Orthodontic Therapists will be adapted to meet the requirements of the GDC Safe Practitioner Framework have been accepted by the regulatory body. NES colleagues will continue to work with our key stakeholders towards implementation by August 2025.

3.1.3. Healthcare Science (HCS)

a) Our guide to Healthcare Science support worker development was published in March 2024 which completed the project commissioned from the Scottish Government. We will promote the framework through 2024 with an impact study planned for the Autumn.

b) The Health Care Support Worker Career framework engagement is planned late August with a webinar to promote use and increase visibility on the framework, an easy-to-use tool to search for relevant CPD in Turas. This is mapped to the pillars of practice, career case studies, and updated links on both Turas HCS and our https://www.hcstraining.nhs.scot/careers/healthcare-support-worker-development-and-education/ website to aid usability and access.

c) In preparation is our 2023-24 Healthcare Science Annual Report, we are taking a look back on activity over the last year with some case studies from staff in training. We expect submission to ET in about 3 weeks.

d) We have issued service level agreements to NHS Boards that support 3-year clinical scientist training posts. Recruitment for 26 postgraduate clinical scientist trainees is almost complete, with trainees due to start in September 2024. https://www.nes.scot.nhs.uk/our-work/clinical-scientist-pre-registration-training/

e) We have completed our annual expressions of interest exercise from service to gauge demand for the next cohort of clinical scientist training posts in 2025. We have received requests for 47 training posts.

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f) We plan a series of webinars to be scheduled later this year for our Healthcare Science community, one focussed on Artificial Intelligence in the context of education and training. Information will be posted at https://www.hcstraining.nhs.scot/events/

g) In regard to careers engagement and promotion, we are working in partnership with My World of Work team to promote various career profiles in Healthcare Science https://marketplace.skillsdevelopmentscotland.co.uk/#/introduction on a campaign for Scottish Careers Week in November. We have engaged with Developing the Young Workforce Scotland (DYW), supporting links and resources for Healthcare Science careers on their 'Marketplace' that is accessible to schools, career advisors, parents and guardians. An early example is the Medical physicist's role: https://www.myworldofwork.co.uk/search-job-profiles/job-profiles/medical-physicist

h) The Education and Training Review by the Scottish Government is still to be reported and is anticipated in August 2024, when findings will be relayed to the Healthcare Science Oversight Board.

3.1.4. Medical

a) **Welcoming International Medical Graduates New to Scotland (WINS)**
Will be a newly enhanced induction programme that will be offered to all International Medical Graduates (IMGs) starting in Scotland in August 2024. This face-to face event will be offered regionally on 29 August 2024 in Glasgow, 03 September 2024in Edinburgh and 05 September 2024 in Aberdeen. IMGs from all specialties and Grades including SAS and locally employed doctors will be invited to attend along with their educational supervisors. The programme will be delivered by an expert faculty of senior educators from all specialties across Scotland. The day will cover a range of topics and is part of an ongoing initiative to make our IMGs feel welcomed and valued whilst simultaneously facilitating a supportive trainer-trainee relationship.

b) **Recruitment**
The fill rate for round one recruitment for core and run through training posts starting in August 2024, was very positive with 748 out of 754 (99%) posts being appointed too. The addition of round two recruitment which includes higher specialty training has 1039 out of 1107 posts filled starting in August 2024. This is slightly higher than last year, 94% compared to 93%. Where specialties have a low fill rate, we are working to understand the reasons and ensure there are enough posts within core training to support higher training recruitment.

3.1.5. NES Technology Service (NTS)

a) **Student Indexing and Electronic Practice Assessment Document (ePAD) Integration**
Development around the integration of Student Indexing and ePAD is complete enabling the onboarding to the ePAD application of eligible student nurses in Robert Gordon University and paves the way for any future Higher Education institutes. Student Nurses can use the ePAD application to record practice

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learning progress and achievement of learning outcomes throughout each practice learning experience. It enables current and future practice supervisors, practice assessors, and academic assessors to see an overview of a student's progress across all practice learning experiences.

b) **Workforce Data Enhancements**
Work continues around enhancing the workforce data. NTS is forming the eESS data into a common dataset supporting TURAS operations (such as compliance reporting) and workforce data analytics.

3.1.6. NHS Scotland Academy, Learning and Innovation (NHSSA, L&I)

a) **Innovation and Workforce Diversification**
Involvement in fellowships activity through the Chief Scientist Office (CSO), Clinical Artificial Intelligence (AI), and NHS Clinical Entrepreneur programmes, supporting workforce needs and maximising capability to impact the adoption of emergent innovative technologies.

b) Medical Associate Professions activity ongoing, in anticipation of regulation of Physician and Anaesthesia Associate roles by General Medical Council (GMC). Ongoing discussion regarding capacity and resources to support this NES activity.

c) NES working in collaboration to progress the development of the Operating Department Practitioner Graduate Apprentice pilot programme with the first learners commencing in September 2024.

3.1.7. Nursing, Midwifery & Allied Health Professions (NMAHP)

a) **Allied Health Professions Careers Fellowship Scheme: responding to public health priorities**
On 13 June 2024 the Allied Health Professions (AHP) Careers Fellowship Scheme showcased the learning and achievements of the fifth Cohort of Fellows at the annual celebration event. The Scheme is open to all workforce levels of the fourteen professions working in health and social care across Scotland. The Scheme supports the career development of Fellows across the four pillars of practice (Clinical Practice; Facilitating Learning; Leadership; and Evidence, Research, and Development) through leading a project in the practice setting that addresses a priority area in the Health and Social Care system.

b) Cohort 5 consisted of 19 Fellows, undertaking 14 work-based projects in the practice setting, from seven professions across 8 NHS Boards. Their work-based projects aligned with public health issues within the health and social care system.

c) For the first time, the celebration event was held online, enabling access from across Scotland and supporting the climate emergency actions by removing the need for paper-based resources and the need for the 70 registrants to travel. The Chief Allied Health Professions Officer, Professor Carolyn McDonald, attended

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and praised the Fellows for their achievements highlighting the important role that AHPs play in addressing health inequalities.

d)   You can find out more about the Fellows' projects by:
1) [Access this collection of abstracts from the fourteen projects](#)
2) [Access the Fellows' project outputs hosted on Turas Learn](#)

e)   **COVID-19 Vaccination Workforce Education Development: Impact Evaluation**
NHS Education Scotland (NES) and Public Health Scotland (PHS) work together to provide educational resources and opportunities for the vaccination workforce. The resources are available through Turas Learn for new, returning, and experienced vaccinators. An evaluation of resources related to COVID-19 vaccination gathered 267 responses, with the majority finding the resources effective and applicable to their clinical practice. These resources have bridged skills gaps and motivated participants to seek further learning opportunities. Efforts are ongoing to improve the user experience of COVID-19 Vaccination Workforce Education pages on TURAS Learn.

3.1.8. Pharmacy

a)   39 pre-registration trainee Pharmacy Technicians have completed their training as part of the Scottish Government-funded scheme hosted by NES. They will be recruited as General Pharmaceutical Council Registered Pharmacy Technicians to support the pharmacy workforce across Scotland. This scheme will conclude at the end of September 2024. A case for a future scheme is being developed by the National Pharmacy Technician Group with support from NES.

b)   The General Pharmaceutical Council has started a review of the Initial Education and Training Standards for Pharmacy Technicians. This presents a fantastic opportunity for NES to have an impact on the health and care workforce for the next 5-10 years. NES Pharmacy representatives are key stakeholders in these developments.

c)   The Association of Pharmacy Technicians UK is developing a UK-wide career framework for Pharmacy Technicians to strengthen and further develop their work in Scotland. This aims to influence the knowledge and skills of the pharmacy technician workforce of the future.

3.1.9. Psychology

a)   **Supporting Parents and Children**
In support of the Scottish Government's continued commitment to ensuring the best possible start for children and families across Scotland, the NES Psychology team has continued to promote and provide national training in the Solihull Approach. The Solihull Approach focuses on developing nurturing and supportive relationships between children and their carers by promoting reflective, sensitive, and effective parenting. It aims to improve the parent-child relationship as well as the child's confidence, self-esteem and behaviour.

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b) Since 2014, NES have delivered Foundation Level training and Train the Trainer training to work in partnership with practitioners, across the country, to deliver this model throughout their services as part of the Solihull Approach cascade scheme, building sustainable capacity within the workforce.

c) Our most recent figures (1 July 2024) now sit at 3,111 skilled practitioners having received the Solihull Approach Foundation Level training with 268 skilled trainers supporting the national cascade of this approach, with further training scheduled in the autumn of this year. Results like this go a long way to support the sustainability of this approach.

d) In May 2020, NES in partnership with SG launched free access to the Solihull Approach online courses for all parents and carers across Scotland. An incredible 21,000 users have now registered to access these resources aimed at supporting the needs of children and families from the antenatal period through to 19 years.

3.1.10. Social Care Directorate

a) The Social Care Directorate (SCD) has now concluded the recruitment of seven staff, until the end of March 2026, to progress the commissions received from the Scottish Government. Our new colleagues will advance joint work with the Scottish Social Services Council in developing the National Induction Framework for Adult Social Care and in Mapping Career Pathways.

b) They will also be delivering on our ambition to work with other Directorates in NES to repurpose existing Turas Learn content, so that it recognises the social care operating context and its purpose and becomes more relevant and accessible to the workforce. Key to this will be ensuring that other NES Directorates consider whether any new learning and education resources currently 'in development' can be refined to target a wider audience, including social care.

3.1.11. Workforce

a) **Organisation Development**
    The Organisation Development (OD) Plan, launched in August 2023, supports the NES Strategy and Transformation Route Map. Achievements in the first year of this 3-year plan include a refreshed wellbeing hub, an updated NES Stars Awards scheme, and the establishment of internal communities of practice. Additionally, a Line Manager Handbook has been introduced, along with two self-assessment capability frameworks focusing on digital and educators.

b) **Equality, Diversity and Inclusion (EDI)**
    Work has been progressing across the organisation to develop an EDI plan for NES which will incorporate requirements to meet the Public Sector Equality Duty (PSED) and an Anti-racism action plan. NES has legislative requirements to meet by April 2025, including identifying a fresh set of Equality outcomes and a revised Equal Pay Statement. NES has also launched its first biannual Inclusion Survey aimed at measuring staff inclusion across a range of dimensions.

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3.2. Partnerships - how we are supporting our partners

3.2.1. Strategic Partnerships

a) NES continues to develop new strategic partnerships and build on the already established partnerships. Such collaborations will impact the health and social care workforce and achieve improved outcomes. These ambitious collaborations demonstrate NES's commitment to engaging with key partners in order to deliver shared priorities which improve outcomes and create sustainability and value across the health and social care system.

3.2.2. Chief Executive Update

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

b) The NES Executive Team (ET), Transformation Group (TG), and Strategic Implementation Group (SIG) continues to meet formally. Collectively these are focusing on strategic matters, strategic scrutiny, cross-organisational leadership, and ensuring the direction of strategy with the focus on our people, partnerships, and performance.

c) My engagement with a wide range of key stakeholders across health and social care continues. This includes a wide range of colleagues across NHS Scotland including the Chief Executives and other senior colleagues, NHS National Board Chief Executives (BCEs), NHS BCEs and Scottish Government, NHS Board CEs Private meetings, and Strategy and Business meetings. As with all Accountable Officers, I also meet monthly with Caroline Lamb (Director-General of Health and Social Care and Chief Executive of NHS Scotland).

d) On 25 June 2024, I enjoyed a visit to the University of St Andrews, Eden Campus, with the Chair and Professor Emma Watson, Executive Medical Director, During the visit we had the opportunity to discuss value-based health and care/realistic medicine, learning technologies – including clinical simulation, and innovation.

e) I am Chairing / co-chairing the Joint Negotiating Committee on contract reform for junior/resident doctors and dentists in training. I am the NHS Chief Executive lead on pay negotiations for consultants. Specialty and junior/resident doctors and dentists in training and the National Care Service.

f) Engagement with the Scottish Government (SG) continues through my regular 121 meetings with a number of SG colleagues and my attendance at wider SG meetings. NES continues to engage with SG through the Strategic Sponsorship involving myself, NES Chair and SG's Director of Health Workforce. The focus of discussions has been on funding arrangements and NES priorities.

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3.2.3. Medical

a) **Enhanced Monitoring**
There are no new cases of enhanced monitoring, and the Deanery continues to support 4 cases following the de-escalation of one case.

b) All cases are currently receiving Deanery support to address remaining concerns.

- General Medicine, Queen Elizabeth University Hospital
- General Medicine, University Hospital Ayr
- General Surgery, University Hospital Monklands
- General Surgery, Ninewells Hospital

c) **De-Escalation of Enhanced Monitoring site**
The GMC have confirmed that NHS Grampian have satisfactorily resolved concerns in connection with General Surgery and Anaesthetics at Dr Gray's Hospital, and it is no longer part of their enhanced monitoring process. NES will continue to monitor the previous concern(s) through their routine monitoring processes to make sure the solutions in place are sustained.

3.2.4. NES Technology Service (NTS)

a) **Accelerated National Innovation Adoption (ANIA)**
The ANIA team, in collaboration with the delivery partners, developed a revised delivery timeline which was approved by the Digital Dermatology programme board and the Innovation Design Authority (IDA) on 28 May 2024. All delivery partners are now working to this plan which will provide a Digital Dermatology solution ready for NHS Board implementation commencing from October 2024.

3.2.5. NHS Scotland Academy, Learning and Innovation (NHSSA, L&I)

a) **NHS Scotland Academy**
NES's strategic partnership with NHS Golden Jubilee, in the form of NHS Scotland Academy continues to deliver training programmes for a range of career grades and professional groups, as we support the delivery of services in critical areas of health and social care.

b) **Learning and Innovation**
Ongoing contribution as a key partner regarding workforce and education needs, within Accelerated National Innovation Adoption (ANIA) activity. Collaborative activity and enhanced connectedness with key strategic partners and regional innovation hubs, focusing on innovation in workforce education.

3.2.6. Psychology

a) **Improving outcomes for people with learning disabilities**
The learning disability team aims to address the significant health inequalities faced by people with learning disabilities. They have released the first phase of

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'Essentials of Learning Disability' learning resources, including 18 mini e-modules. The team plans to collaborate with partners to expand these resources annually. We are delighted that following our ministerial launch during Scottish Learning Disability Week in May 2024, over 2000 people accessed the resources within the first 6 weeks of its release.

3.2.7. Social Care

a)   The Director of Social Care has been asked to join the Steering Group that will be responsible for developing a revised draft list of care service types and a set of corresponding definitions and reviewing the current Health and Social Care Standards, following the recommendation of Dame Sue Bruce's Review of Inspection, Scrutiny and Regulation in Scotland. Social care - Independent Review of Inspection, Scrutiny and Regulation: recommendation report - gov.scot (www.gov.scot)

4. Performance - how we are performing as an organisation

4.1.1. Climate Change Emergency and Sustainability (CES)

a)   The NES Climate Emergency and Sustainability Strategy was published on 8 July 2024, following approval by the Board on 23 May 2024. There was a one-month delay in the publication due to the request by the Scottish Government that no new policy announcements be made during the period leading up to the UK general election. The publication was accompanied by associated internal communication on the NES intranet and an all-staff email drawing attention to the document. There was also media interest from a range of agencies.

b)   The NES Climate Emergency and Sustainability Group has approved the Action Plan, which was presented to the Board in draft form in May. Updates on this will be reported to future meetings of the Audit and Risk Committee.

4.1.2. Dental

a)   **Skills Development Scotland (SDS) Quality Assurance outcomes**
Skills Development Scotland (SDS) has published the 2023/24 Quality Assurance Analysis report which provides a summary of the SDS quality assurance reviews completed during 2023-2024.

b)   The report contains examples of effective practice by providers which includes two areas of good practice by NES within the Modern Apprenticeship in Dental Nursing and the Technical Apprenticeship in Pharmacy Services programmes including Innovation and Change and Staff Development.

c)   SDS Compliance Service reviews the extent to which a Training Provider's governance and control arrangements provide reasonable assurance that expenditure has been properly incurred and that all claims submitted to SDS are valid and demonstrate compliance with the SDS policies and rules. SDS

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completed a compliance review of NES in June 2024 sampling documentation for 27 apprenticeships within the NES Dental and Pharmacy programmes.

d)   A RAG rating outcome of 'Green' was achieved: *'Findings indicate that controls are adequate'.*

e)   **NES Scottish Qualifications Authority (SQA) Approved Centre: Quality Assurance outcomes**
During 2024 the SQA conducted external verification visits to sample nine NES SQA programmes. This included 5 Dental, 2 Psychology, 1 Family Nursing Partnership, and 1 Optometry.

f)   All programmes achieved RAG rating outcomes 'Green: 'High Confidence identified in the maintenance of SQA standards within this Verification Group'. A total of 15 areas of Good Practice were also identified.

4.1.3.   Medical Directorate

a)   **GMC National Training Survey**
The results of the GMC National Training Survey (NTS) were released on July 25, 2024. Key findings from the survey included the following:

- Scotland ranked first in overall satisfaction among the four nations.
- Out of 18 deaneries, NES moved up to 5th place in overall satisfaction from 7th place last year.
- NES had 33 programs ranked as number 1 in the UK for overall satisfaction, compared to 31 the previous year.
- The number of sites listed as high performers (top 2%) across the UK increased to 30 this year.
- Overall satisfaction for each of the regions remained high.
- There are 25 sites listed on the priorities list (bottom 2%) and they will receive active quality management.

4.1.4.   NES Corporate Improvement Programmes (CIP)

a)   The Ways of Working & Property Project continues to coordinate change management activity to support a move to a new and sustainable property footprint. The relocation of staff from Ninewells to the Frankland Building (Dundee Dental Education Centre) has been completed. Fit-out works are now underway for the move from 2 Central Quay to 177 Bothwell Street in Glasgow. Planning for clear staff communications on timelines and the role staff are asked to play in the move are in development. The Lead advisor has produced drawings for the reconfigured space at the Inverness Office. In support of this, information on hybrid working will be included in the Line Manager handbook which will be launched towards the end of July / beginning of August.

b)   The Learning & Education Quality System project is progressing at pace. An Educator Capabilities Framework has been tested by staff during the annual

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appraisal and objective setting cycle. The feedback received from educators will be used to enhance the self-assessment tool and allow this to be a digital tool to support next years development planning conversations. The review and development of Quality Policies to underpin the quality system continues and will be brought through Board committees over the coming weeks.

c)   The Turas Refresh programme has developed an Outline Business Case (OBC) setting out plans for the future development of the platform. This OBC was presented to the Scottish Government to gain formal backing. Formal acknowledgment has been received indicating that it will be presented to an upcoming meeting of the Health & Social Care Management Board. The programme team continue to work up detailed programme delivery and resourcing plans which will support the development of a Full Business Case which when approved would signal the commencement of the funded programme proper.

d)   The Business Transformation programme has developed a pipeline process to work up ideas into actionable improvement and efficiency projects. A core element of this pipeline is 'Bright Ideas' which gathers project ideas from staff across the organisation. Many of the ideas were already taken forward as part of the existing Corporate Improvement Programme and were therefore closed. Currently, a project on meetings management is in the process of being scoped to evaluate the impact it would deliver. Additionally, an early set of workshops have been held to identify an improved and integrated planning process covering operational planning, finance, workforce and digital prioritisation.

4.1.5.   NHS Scotland Academy, Learning and Innovation (NHSSA, L&I)

a)   **Learning Strategy and Collaboration**
The Learning and Education Quality System (LEQS) Programme has been making good progress. Some recent highlights of the LEQS include a presentation to the

b)   Transformation Group about the draft Quality Policy Framework on 16 July 2024. There has also been a positive response to the Educator Capabilities Framework self-assessment tool pilot as part of the Personal Review and Planning (PR&P) Appraisal process. Additionally, work is ongoing on the development of a Public Protection Policy and a Remuneration Policy under the Involving People and Communities workstream. Furthermore, there was an Educational Leadership Group session on 23 July 2024 that featured output from the Quality of the Practice Learning Environment workstream. Engagement is continuing with the NES Digital Prioritisation process by the eLearning, Turas Learn Content and Technology Enhanced Learning teams. The Knowledge Services staff continue to work with senior and executive colleagues around the tender of the digital library subscription resources.

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4.1.6. TURAS Refresh

a) Formal Acknowledgement of the Outline Business Case Submission to the Scottish

b) Government (SG) has been received with a further update expected in August. Phase Two continues to focus on the following Strategic considerations:

- Digital Transformation
- Dependency management (including LEQS)
- Demonstrating of impact including Return on Investment; engaging a Health economist; aligning to SG'S vision

c) The operational focus for the programme for Phase 2 will include impact assessment, further information gathering and articulation of personas and communication and engagement

4.1.7. NES Technology Service (NTS)

a) **National Ophthalmology Electronic Patient Record (OpenEyes)**
The Once for Scotland ophthalmic electronic patient record (EPR) is the solution which is supporting the transformation of eyecare services across NHS Scotland. The record will eventually be accessible by any clinician caring for a patient who has an ophthalmological condition in Scotland. The one record approach will enable the safe delivery of care, avoid unnecessary duplication, and will increase the capacity to deliver a sustainable eyecare service across the whole country.

b) The OpenEyes solution is now ready to be rolled out across NHS Scotland having been widely tested across NHS Greater Glasgow & Clyde. NTS are in the progress of developing a plan to do this.

c) Development of the Cataract pathway is also complete and will be used for the first time in NHS Greater Glasgow & Clyde on 1st August 2024.

4.1.8. Psychology

a) **Perinatal and Infant Mental Health Champion Programme**
As part of NHS Education for Scotland's program to support the Scottish Government's Perinatal and Infant Mental Health (PIMH) expansion, NHS Education for Scotland (NES) commissioned the Institute of Health Visiting (iHV) to design and deliver the PIMH Champions Program. The training includes a two-day initial session and two half-day Placed Based Leadership (PLB) sessions, preparing PIMH Champions to train local colleagues in PIMH Awareness. Overall feedback and evaluations show that the program has been successful, addressing a real need and providing valuable training materials. Moving forward, ongoing guidance and support will be crucial in ensuring the continued dedication of PIMH Champions despite workload pressures.

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b)   **PIMH Champions Network:** A final cohort of **health visitors and midwives** completed the iHV Champions training, bringing the total number of PIMH Champions trained in since 2020 to **232.**

Total number of iHV Champions Trained -	232
Total number of cascade events	64
Total number of professionals received cascade	536

4.1.9.   Social Care Directorate

a)   The Director of Social Care has been leading NES's contribution to the First Minister's national mission 'to deliver a significant and sustained reduction in the number of people whose discharge from hospital has been delayed'.   In partnership with Public Health Scotland and the Care Inspectorate, we are looking at what data and intelligence is available and how it can inform and support improved performance. Working with Healthcare Improvement Scotland and COSLA, we are designing a National Delayed Discharge Collaborative to create the conditions to share and learn from best practice and to lever in improvement support to enable Health and Social Care Partnerships (HSCPs) and local systems to test new initiatives to tackle delays.

b)   This work is now being incorporated into Scottish Government-led workstreams and is reporting into the CRAG (Collaborative Response and Assurance group) chaired by Mr Neil Gray, Cabinet Secretary for Health and Social Care and Councillor Paul Kelly, COSLA's Spokesperson for Health and Social Care.

c)   We recently launched a Turas page Discharge Practice/Discharge Without Delay on TURAS Learn. The purpose of these pages is to support and signpost health and social care staff to resources which will enable them to contribute to and/or lead on local service improvement initiatives around discharge practice.

4.1.10. Workforce

a)   **HR Transformation Programme**
A programme to modernise the way in which HR services are delivered across NES has been initiated. This includes focus on the processes, systems and models through which HR is delivered aimed at improving user engagement, efficiency and management of risk. This has programme has been accepted into the CIP as a Tier 1 programme. The scope and content are under development, and the first draft of the Project Initiation Document (PID) was presented to the newly formed HR Transformation Board in June 2024. Further work is underway to refine this, however there is agreement on three clear phases of activity: stabilisation, recovery and transformation.

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NHS Education for Scotland

Agenda Item: 8a

Date of meeting:15 August 2024

NES Public Board Meeting

1.   Title of Paper

1.1.   2024/25 Quarter 1 Finance Report

2.   Author(s) of Paper

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

3.   Lead Director(s)

3.1.   Jim Boyle, Director of Finance

4.   Situation/Purpose of paper

        The purpose of this paper is to:

4.1.   Inform the Board of the financial outturn position at the end of Quarter 1
        (Q1) of financial year 2024/25, including the year-end forecast, based on
        actual performance to the end of Q1 as well as anticipated activity for the
        remainder of the financial year. The Q1 Year-end Forecast position, as set
        out in this report is an underspend of £0.5m. This is dependent on the
        receipt of all outstanding anticipated funding allocations from Scottish
        Government.

4.2.   Report the Scottish Government (SG) in-year funding position and highlight
        the ongoing work with SG Health Finance and policy teams on outstanding
        funding.

5.   Background and Route to Meeting

5.1.   The Financial Plan which supports the Annual Delivery Plan was approved by the NES Board on 28 March 2024. This consisted of a baseline budget of £569.5m for NES to carry out its core activities with non-recurring funding of around £178m indicated at that time for additional commissioned work by the SG policy teams.

5.2.   NES opening baseline budget for financial year 24/25 was initially reduced by 3%. This reflected a £15.7m reduction across the full baseline budget.

5.3.   A three-year savings plan was developed following discussions with SG Sponsor and Finance teams. For 24/25 a savings plan of £3.5m was approved as part of the financial plan at the Board meeting in March. This reflects the ask from SG to not impact on any areas of our budget which we provide funding to other NHS Scotland Boards for deliverables such as training grade salaries or undergraduate teaching. Following discussion with Scottish Government, it was agreed that NES should include an anticipated funding allocation of £12.2m to account for the difference in the submitted savings plan of £3.5m and the original 3% efficiency target of £15.7m.

5.4.   Throughout the year Scottish Government policy teams ask NES to undertake additional commissions that reflect policy and service need, align to the NES strategy and are supported by further funding. Work with Scottish Government sponsor, policy and finance teams will take place throughout the year to ensure funding requirements are based on the most up to date information available and can be fully utilised in the financial year. A total of £191.2m is currently anticipated for financial year 24/25.

6.   Assessment/Key Issues

2024/25 Financial Plan

6.1.   The NES Board considered and approved the proposed Financial Plan for 2024/25 in a formal private session on 28 March 2024. That Financial Plan set out the details of a baseline-funded budget of £569.5m. The summary funding position is set out in Table 1 below:

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Table 1 Funding position	£M
2023/24 baseline allocation	517.6
Recurring allocations	48.3
3% funding reduction	(15.7)
Budget Per SG Letter of 19 December 2023	**550.2**
2023/24 allocations to be baselined in 2024/25	
Optometry GOS mandatory training	0.1
AHP posts – Para PELs and Educators	0.5
Nursing & Midwifery posts and recurring work	0.6
Additional medical trainee expansion infrastructure	0.9
Additional medical foundation training places	3.8
Centre for Workforce Supply staffing	0.7
Dental Vocational Trainer grants 2023/24 fee uplift	0.6
Anticipated allocation to fund deficit (now confirmed by SG)	12.1
Total Anticipated Available Baseline Funding 2024/25	**569.5**

6.2.   In order to set a budget that would balance with available baseline funding of £569.5m and to accommodate business critical spending pressures of £0.378m, NES had to develop a savings reduction plan that totalled £3.5m, and the detail of that plan was presented to the Board on 28 March. Table 2 details the Financial Plan by directorate within NES:

Table 2: NES Budget (baseline-funded) 2024/25 (as at 28 March 2024)

NES funding by Directorates	NES baseline funding	Savings proposed 2024/25	Business Critical bids	Total NES baseline
	£k	£k	£k	£k
Medical Quality Management	1,907	0	0	1,907
Medical ACT & academic	84,603	0	0	84,603
Medical Directorate Support	7,607	0	0	7,607
Medical Training Prog Management	19,882	0	0	19,882
Medical Training Grades	333,258	0	0	333,258
Medical Professional Development	6,459	(385)	0	6,074
Medical Pharmacy	2,280	(127)	0	2,153
Dental	49,212	(346)	0	48,866
NMAHP	13,039	(489)	0	12,550
Psychology	15,339	(148)	0	15,191
Healthcare Sciences	3,575	(68)	0	3,507
Optometry	1,198	(203)	0	995
NES Technology Services	12,823	(454)	57	12,426
Workforce	8,578	(671)	168	8,076
Finance	3,430	(73)	28	3,385
PFM	5,784	(45)	0	5,739
Planning	2,669	(375)	0	2,316
NHS Scotland Academy	892	(29)	125	988
Social Care	127	(63)	0	64
Corporate Provisions	(50)	0	0	(50)
Grand Total	**572,611**	**(3,475)**	**378**	**569,515**

6.3.   Since 28 March 2024, the Scottish Government has confirmed that the £7.2m of funding received in 2023/24 that was due to be baselined in 2024/25 (detailed in Table 1) has indeed been converted to recurrent funding, thereby removing a key funding risk for NES.

6.4.   The report of 28 March also informed the Board that further expenditure would be incurred that would be supported by Scottish Government non-recurrent and earmarked funding which at that time was anticipated to be £178.5m, with detail set out below in Table 3:

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Table 3: Indicative Scottish Government Non-Baseline Funding 2024/25 (as at 28 March 2024)

2024/25 Anticipated SG Allocations (as at 28 March 2024)	Total £k
Medical Training Grades	40,398
Medical Education Package & ACT	40,206
Psychology Training Grades	7,631
Mental Health	27,137
Pharmacy	14,489
NES Technology Core Funding	9,083
NMAHP Funding Bundle	3,855
Remote & Rural	1,073
NHS Scotland Academy	6,004
Centre for Workforce Supply	1,007
Dental ACT & Outreach	3,706
Digital Front Door	2,500
Primary Care Funding	5,808
NDLP/ leading for change	1,436
Workforce Wellbeing	1,154
2023/24 Allocations still to be received recurrently	7,209
Other Allocations	5,821
Total	**178,516**

6.5.   Detailed discussions that have taken place between NES, our SG Sponsorship Team, SG Health Finance and all SG Policy Teams have clarified availability of non-recurrent funding, and the allocations letter received in early July confirmed 81% of expected allocations, with further allocations to follow in subsequent allocation letters. SG also confirmed that £103m of funding would be moved from non-recurrent to NES baseline, with further baselining to follow in 2024/25. The overall level of additional allocations, including those that will be baselined, has now been confirmed at £191.2m, an increase of £12.7m from the level anticipated in March.

2024/25 Financial Performance

6.6.   At the end of Q1 (June), NES remains on track to meet its financial targets. The year-to-date reported position is an underspend of £1.7m, mainly due to phasing of budgets against actual spend, with a **full year forecast underspend of £0.5m.**

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Table 4 – Summary Projections 2024/25

Performance Indicator	Year-End Forecast Outturn	Q1 Position (YTD)
Revenue Outturn	£0.5m (underspend)	£1.7m (underspend)
Cash Releasing Efficiency Savings Total	£6.5m	£1.5m

6.7. At Q1 NES has received £711m of funding from Scottish Government. This includes 100% of original baseline funding plus those 2023/24 allocations that were due to be baselined in 2024/25, and £154.2m (81%) of additional allocations which includes £103m transferred recurringly to the NES baseline. Receiving this level of in year funding this early in the year provides NES with greater clarity and allows teams to plan spend accordingly across the remainder of 2024/25 but also as part of 25/26 Operational Planning.

6.8. It can be confirmed to the Board that the £7.2m of 2023/24 allocations that were due to be baselined in 2024/25 have now been confirmed as being so by SG Health Finance and this therefore removes a material uncertainty that existed at the time of the NES Board approving the Financial Plan at the end of March.

6.9. We continue to work closely with colleagues in Scottish Government to ensure the remaining 19% of additional allocations are received in a timeframe which enables all agreed deliverables to be achieved. Those outstanding allocations awaiting funding confirmation still represent a financial risk to NES at this stage, although it is expected that this funding will be received. Appendix 2 to the attached detailed financial report provides a risk assessment of the outstanding allocations and indicates that £30.8m of outstanding funding has been agreed in principle and is rated as **AMBER**, with only a small balance of outstanding allocations being graded as **RED** at this early stage.

6.10. Deliverable Agreement workshops were set up across May and June with representation from NES Business and Finance teams and SG Sponsor, Policy and Finance teams to discuss in year allocations funding levels, the deliverables attached to the funding and whether it could be baselined. On the June allocation letter, we received £154.2m of funding, of which £103m was baselined. Receiving this value of allocations at this point in financial year provides greater clarity and enables spend plans to be finalised and work spread more evenly across the financial year.

6.11. No anticipated allocation for Agenda for Change or Medical/Dental 2024/25 Pay Awards have been included at Q1. Once the outcome of pay discussions are known we will calculate the costs to NES and provide this figure to SG who have confirmed their intention to fully fund.

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6.12. The current forecast position assumes we will receive funding of £0.1m for the impact of the Reduced Working Week which formed part of the 23/24 AfC pay settlement. However, this has not been confirmed by the Scottish Government, and there remains a risk that NES will be asked to meet these costs from within existing funding and therefore impacts on projected budget outturn.

Table 5 - Key Risks to Financial Performance

Risk	Status	Mitigations
Remaining allocations not being confirmed in future allocation letters	**AMBER**	• We have already received in principle confirmation that almost all allocation will be coming in future letters (see Appendix 2 of detailed finance report).
Underachievement of savings plan or elements of the plan through implementation issues within NES	**AMBER**	• Regular reporting to Executive Team with a requirement to replace any non-achieved savings with alternative measures • Possible suspension of discretionary spending plans
Requirement by SG for Boards to further reduce spending in-year (baseline or non-recurrent)	**GREEN**	• Completion of monthly FPR returns to keep SG Health Finance appraised of outturn projections • Utilising flexibility within the overall NES baseline budget to cover shortfalls across NES directorates • Cessation or curtailment of discretionary spending plans
2024/25 pay awards not fully covered by additional funding	**GREEN**	• SG have confirmed that Boards will receive additional funding
Medical Training Grades potential funding deficit not underwritten by SG	**GREEN**	• Expenditure and allocation of trainees is well-controlled within NES • Regular engagement with SG Health Finance and Policy Teams to make sure the likely funding position is well understood • SG have previously honoured this underwriting
Turas Redesign Project Phase 1 costs not met by additional SG funding	**AMBER**	• No further expenditure will be committed by NES beyond what is detailed in this report • Regular engagement with SG via the OBC process • Flexibility within NES financial plan to meet these costs

Risk	Status	Mitigations
2023/24 Agenda for Change reduced working week costs not fully funded	**GREEN**	• Costs are reasonably minimal following early implementation by NES • Already built into full year cost projections

## 7.	Recommendations

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

Author to complete **checklist.**

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

    a) **Have Educational implications been considered?**
☐Yes
☒No

    b) **Is there a budget allocated for this work?**
☒Yes
☐No

    c) **Alignment with Our Strategy 2023 – 26 People, Partnerships and Performance**
☐1. People Objectives and Outcomes
       ☐2. Partnership Objectives and Outcomes
       ☒3. Performance Objectives and Outcomes

    d) **Have key strategic risks and mitigation measures been identified?**
☒Yes
☐No

    e) **Have Equality, Diversity, Human Rights and health inequality issues been considered** as per **Fairer Scotland Duty: Guidance for Public Bodies** and **Corporate Parenting** as per the **Children and Young People (Scotland) Act 2014?**
☐Yes
☒No

    f) **Have you considered Emergency Climate Change and Sustainability implications as per DL (2021) 38?**
☐Yes
☒No

    g) **Have you considered a staff and external stakeholder engagement plan?**
☐Yes
☒No

Author name:
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Laura Howard, Deputy Director of Finance
Jim Boyle, Director of Finance
Date: 08/08/24
NES

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FINANCIAL SUMMARY REPORT
AS AT Q1 (June) 2024/25

Contents

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1. <u>Executive Summary</u>

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

Table 1 – Summary Position	Year-end Outturn	Q1 (YTD)
Revenue Budget	£0.5m	£1.7m
Cash Releasing Savings	£6.5m	£1.5m

A. Revenue Budget

- The NES year end position for financial year 2024/25 is an underspend of £0.5m.

- There are various overspends and underspends reported across directorates, and these are discussed further in the Operational Performance section on Page 3.

- The revenue forecast position is based on all outstanding anticipated funding being received by SG in a timeframe which allows all deliverables to be achieved.

B. Capital

- Each financial year a revenue to capital allocation is agreed with Scottish Government (SG) as part of the financial plan. A full review of planned capital spend will take place in Q2 and be communicated to SG and created on the asset register.

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C. Savings

- At the end of Q1 NES has delivered 23% of its Cash-Releasing Efficiency Savings (CRES) savings plans, and the Board is on track to meet the £6.5m target by the end of the financial year.

D. Key Risks and Issues

- **Funding –** at the end of Q1 NES have £37m of funding outstanding. This does not include any assumptions for the 2024/25 pay award. The working assumption for all NHS Boards is that the any pay award will be fully funded by SG, but with the increasing pressures on the wider system, this remains a risk until funding is confirmed.

- **Major Programmes** – The Turas refresh business case has been submitted to SG for approval to progress to phase 2 of the programme. SG have not confirmed any funding for the programme in 2024/25, however we have included an expected allocation of £0.3m included in the revenue position and ragged as red in the allocations in Appendix 2.

2. <u>Operational Performance</u>

Revenue Position

- We have undertaken financial monitoring with directorates in Months 2 and 3 and a summary of the Q1 position is included by Directorate in table 2 below. A more detailed breakdown by Directorate can be found at Appendix 1.

- The most significant variance is a £0.6m underspend within Dental, Healthcare Science and Optometry Directorate, of which £0.544m relates to Dental activity. This is mostly driven by lower fill rates in dental training grades on both core and vocational training.

- The £0.2m underspend within Medical is predominantly new appointments made below budgeted rates and some staff opting out of pension scheme.
- An underspend of £0.1m on properties is driven by lower service charge on Westport property and lower rent on Ninewells property now that we have vacated and moved staff to Frankland building.

- Overspend on NTS is due to higher costs for renewal of Microsoft 365 licenses and pressure on meeting savings targets from staff returning to post earlier than anticipated and continued use of MiTracker for operational planning in 24/25.

- The overspend in NMAHP and Psychology of £0.1m is due to the final months of endoscopy and cystoscopy training into Q1 of 2024/25, where funding had been received in 2023/24.

- As part of the move to a Reduced Working Week (RWW) of 37 hours for all Agenda for Change staff, we have incurred costs of £96k, which are shown as a pressure against directorate budgets. All staff remained at 37.5 hours for the month of April, with overtime costs being paid for the additional time worked above 37 hours. From 1st May all staff moved to the new working week, including part time staff on pro rata basis, so no further costs are anticipated in relation to RWW in 24/25. There will however be further reductions in future years to final position of 36 hours which will need to be planned.

- Medical Training Grades (MTG) anticipate a break-even position for full year. Once August recruitment and rotation information is finalised we will have a clearer picture on full funding requirement. The commitment from SG remains to fund any material overspend at year end and bring this budget to a balanced position.

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Table 2 - Year End Outturn by Directorate	Full Year Budget £'000	Full Year Forecast £'000	Under/(Over) spend £'000
Medical	192,150	191,988	162
Dental, Healthcare Science, Optometry	58,655	58,094	561
NMAHP	14,686	14,774	(88)
Psychology	45,776	45,767	9
NHS Scotland Academy, Learning & Innovation	8,374	8,394	(20)
Social Care	1,024	1,028	(4)
NES Technology	20,315	20,545	(230)
Workforce, Planning	14,308	14,314	(6)
Finance, Properties	9,260	9,177	83
Provisions	6,747	6,748	(1)
Total Exc MTG	**371,295**	**370,829**	**467**
Medical Training Grades (MTG)	375,377	375,377	0
Total NES	**746,672**	**746,206**	**467**

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3. Scottish Government Additional In-Year Allocations

- At the end of Q1 (June) NES anticipate receiving a total of £191.2m in additional in-year allocations. This equates to a quarter of the total NES revenue budget.

- At the end of Q1 we have received £154.2m, which is 81% of the total anticipated additional allocations.
- £103m was received recurrently which will be transferred to the NES baseline from 2025/26. £80m of the recurring funding relates to pass-through funding to NHS Boards.
- Directorates and Finance have worked closely with Scottish Government Sponsorship team, Finance and policy leads to ensure the prompt receipt of allocations and will continue to do so for all outstanding anticipated allocations.

- Table 3 below shows allocations received in 2024/25 and the value and % of the outstanding allocations by Directorate. A more detailed breakdown by allocation appears in Appendix 2.

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Table 3 - Allocation Status by Directorate	Anticipated £'000	Received £'000	Outstanding £'000	Outstanding %
Medical	67,777	49,872	17,905	26%
Dental, Healthcare Science, Optometry	5,427	5,293	134	2%
NMAHP	2,219	1,714	505	23%
Psychology	30,475	29,282	1,193	4%
NHS Scotland Academy, Learning & Innovation	3,030	2,740	291	10%
Social Care	872	-	872	100%
NES Technology	12,398	10,398	2,000	16%
Workforce, Planning	3,665	2,772	893	24%
Finance, Properties	111	76	36	32%
Provisions	26,094	14,028	12,066	46%
Total Exc MTG	152,068	116,174	35,894	24%
Medical Training Grades (MTG)	39,105	38,040	1,065	3%
Total NES	191,173	154,215	36,959	19%

Allocations Status by Risk	Outstanding £'000
1 - Allocation date confirmed	35
2 - Formal confirmation in writing received	5,851
3 - Funding approved in principle	30,781
4 - Funding under discussion - Final Commitment to be confirmed	291
5 - No communication with SG	0
Total Anticipated Funding	36,959

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4. Cash Releasing Efficiency Savings (CRES)

- The 2024/25 approved Financial Plan identified a savings plan of £6.5m, 1.1% of the total NES baseline.

- We have achieved 23% of the CRES savings target at the end of Q1 and are on track to achieve the full year target by March 2024.

- The Procurement and Workforce savings are fully non-recurrent in nature, with the workforce savings being a result of the time required to recruit to vacant posts.

- The Savings Plan consists of £1.1m on a recurrent basis and £2.5m on a non-recurrent basis.

CASH RELEASING EFFICIENCY SAVINGS (CRES)

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5. Savings Plan

- A savings plan of £3.5m was agreed by Board in response to the 3% baseline cut to the NES budget for financial year 24/25.

- Director of Health Workforce wrote to NES on 3rd July 2024 requesting that work continue in some areas NES had identified to make savings, as they were linked to ministerial commitments at SG. No further funding for this work will be received, with NES being asked to absorb the c£471k of costs within existing budget. This creates a risk we may not meet our full year savings target; however internal discussions will take place to mitigate this where possible.

Savings by Directorate	Board Approved £'000	At Risk of Being Achieved £'000	Alternate Savings Approved By ET £'000	Alternate Savings to be Submitted to ET £'000	Red Risk Savings Mitigated £'000	Red Risk by SG Policy Team £'000
Dental	346,575	-	-			122,308
Finance	72,850	-	-			-
Healthcare Sciences	68,000	-	-			60,000
Medical	512,021	-	-	100,000		50,000
NES Technology	453,923	229,294	-			-
NHS Academy, Learning & Innovation	28,538	-	-			-
NMAHP	489,259	-	284,409		69,000	85,350
Optometry	202,672	-	-			128,672
Planning	374,856	10,620	-			-
Properties & Facilities Management	45,000	-	-			-
Psychology	148,000	-	-			-
Social Care	63,414	-	-			-
Workforce	670,612	35,000	-			25,000
NES Total	**3,475,720**	**274,914**	**284,409**	**100,000**	**69,000**	**471,330**

- The table above shows the savings plan by Directorate. There are currently 5 approved savings at risk of being achieved of £275k, directorates continue to look at all options to propose alternative savings.

- We are working across directorates and with colleagues in Scottish Government to put forward a longer-term plan for recurring savings as part of the operational planning process for 2025/26, which is now underway.

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6. Staff Costs 2024/25
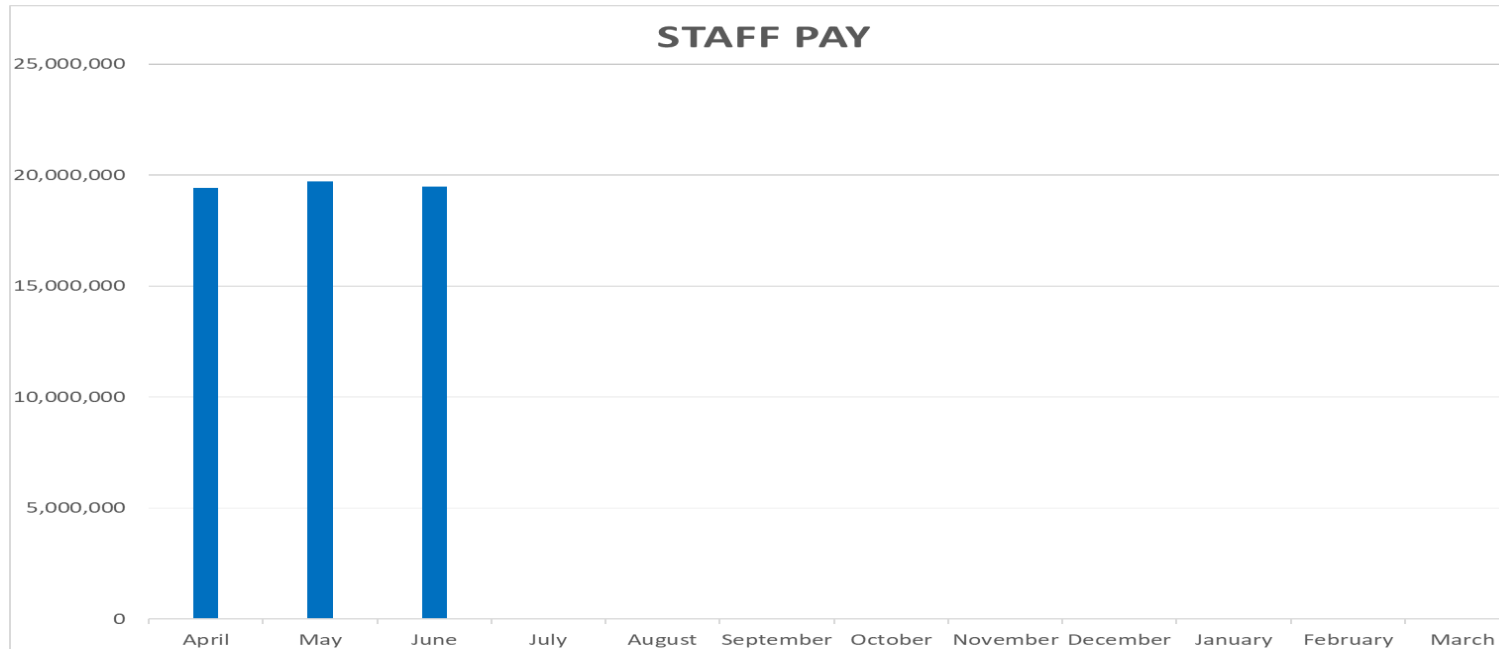
STAFF PAY

- The data on above graph includes all NES staff, agency staff, secondees and lead employer staff.
- Staff Pay has remained stable throughout the first quarter of year. The slight rise in May relates to costs for phase 1 of the transition to the reduced working week as discussed early in the report. As the year progresses, we expect to see a rise in staff costs in August where NES major recruitment of trainees takes place.
- In Q1 the additional cost of holiday pay relating to the new legislation for irregular workers is £2k. Costs are expected to rise in Q2, from the start of the academic year. At this stage we do not expect costs to exceed the initial forecast.

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Appendix 1 – Year End Position by Directorate

Directorate	Full Year			P2 Variance	Monthly Movement
	Budget	Outturn	Variance Under/(Over)		
	£000s	£000s	£000s	£000s	£000s
Quality Management	1,919	1,907	**12**	0	12
Medical ACT and Academic	131,165	131,163	**2**	0	2
Medical Directorate Support	8,670	8,607	**63**	74	(11)
Training Programme Management excl. MTG	24,854	24,806	**48**	44	4
Professional Development	9,077	9,041	**36**	32	4
Pharmacy	16,465	16,464	**1**	11	(10)
Medical Total	**192,150**	**191,988**	**162**	**161**	**1**
Dental	52,466	51,912	**554**	97	457
NMAHP	14,686	14,774	**(88)**	(68)	(20)
Psychology	45,776	45,767	**9**	0	9
Healthcare Sciences	4,410	4,409	**1**	2	(1)
Optometry	1,779	1,773	**6**	(36)	42
NHS Scotland Academy, Learning & Innovation	8,374	8,394	**(20)**	(16)	(4)
Social Care	1,024	1,028	**(4)**	(1)	(3)
NTS	20,315	20,545	**(230)**	(244)	14
Workforce	11,739	11,744	**(5)**	0	(5)
Finance	3,538	3,569	**(31)**	(40)	9
Properties & Facilities Mgmt	5,722	5,608	**114**	47	67
Planning	2,569	2,570	**(1)**	(12)	11
Net Provisions	6,747	6,748	**(1)**	0	(1)
NES Total (excl. MTG)	**371,295**	**370,829**	**467**	**(110)**	**576**
MTG Salaries	375,377	375,377	**0**	0	0
NES Total (incl. MTG)	**746,672**	**746,206**	**467**	**(110)**	**576**

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Appendix 2 – SG In Year Funding 2024/25

Funding	Recurrent	Earmarked	Non Recurrent	Total	Total split by:		Risk Rating
					Received	Outstanding	
	£000s	£000s	£000s	£000s	£000s	£000s	
Baseline budget	568,822			568,822	568,822	0	
Funding Gap	(12,066)			(12,066)	(12,066)	0	
Original budget	556,756	0	0	556,756	556,756	0	
Anticipated pay award	0	0	0	0	0	0	
Anticipating Funding Gap	0	0	12,066	12,066	0	12,066	Amber
Anticipateted Pension uplift	6,546	0	0	6,546	6,546	0	Green
Academy SA Core funding & Programme allocation	2,183	0	0	2,183	2,183	0	Green
Pharmacy-undergraduate experiential learning	0	0	2,837	2,837	0	2,837	Amber
Pharmacy-AEIPC, NGS, PTPT	0	0	1,274	1,274	780	494	Amber
Centre for Workforce Supply Health	0	0	600	600	0	600	Green
Chief Nursing Officer	0	0	868	868	0	868	Amber
Dental ACT Levy	0	0	(994)	(994)	0	(994)	Amber
Aberdeen Dental School	3,264	0	0	3,264	3,264	0	Green
Dental Vocational Training	0	0	1,054	1,054	1,054	0	Green
Digital Enabled Workforce	0	0	901	901	901	0	Green
Digital Health & Care	6,000	0	2,500	8,500	8,500	0	Green
Digital PDP	0	0	2,000	2,000	0	2,000	Green
Pharmacy Trainees	0	0	8,164	8,164	0	8,164	Amber
Pharmacy Trainees+	0	0	1,127	1,127	0	1,127	Amber
Pharmacy clinical supervision and IP/CS places	0	0	932	932	932	0	Green
Medical ACT	37,204	0	0	37,204	37,204	0	Green
MEP Gap including Widening Access & ScotGEM	0	0	5,018	5,018	0	5,018	Amber
Medical Training Grades & Expansions	41,648	0	961	42,609	41,648	961	Green
Primary Care	3,515	0	2,301	5,816	5,816	0	Green
Psychology Workforce WDP	0	0	950	950	0	950	Green
NC R&R HSC	0	0	991	991	991	0	Green
Leading to Change	0	0	1,085	1,085	1,085	0	Green
Mental Health	0	29,904	0	29,904	29,904	0	Green
Turas Refresh	0	0	291	291	0	291	
Vaccination	0	0	1,434	1,434	1,434	0	Green
Other allocations (under £600k)	2,639	1,924	9,841	14,403	12,016	2,388	
Total in-Year allocations	103,000	31,827	56,199	191,026	154,258	36,769	
Total Revenue Allocation	659,756	31,827	56,199	747,782	711,014	36,769	

NHS Education for Scotland   **NES/24/51**

Agenda Item: **08b**

Meeting Date: **15 August 2024**

NES Public Board

1.   Title of Paper

1.1.   Q1 Strategic Risk Update Report

2.   Author(s) of Paper

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

3.   Lead Director(s)

3.1.   Jim Boyle, Director of Finance

4.   Situation/Purpose of paper

4.1.   The purpose of this report is to present to the Board the first quarterly strategic risk update for 24/25 for review and approval.

4.2.   In June, the Executive Team conducted a full review of all Strategic Risks to determine if they were aligned to the appropriate risk category. This followed the implementation of the four additional risk categories as previously agreed with the NES ARC and Board to the NES risk profile.

4.3.   In addition to reviewing and approving the Q1 strategic risk report, Board members are asked to consider and approve the change in risk category to Strategic Risk 3, 4, 5, 8 and 13.

5.   Background and Governance Route to Meeting

5.1.   NES has well established risk management processes which are subject to frequent review by the Risk Management Group, Executive Team, the Audit and Risk Committee and NES Board. Our risk management infrastructure is predominantly in place, with established directorate risk leads, risk log format and a revised Risk Management Strategy. Staff development workshops on risk management have also been held for most NES teams.

5.2.   Strategic Risks relating to individual Board Standing Committees remitted responsibilities, are presented quarterly. This enables committees to consider the degree of assurance provided on the management of individual risks.

5.3.   The new NES Scoring Matrix proposal (as shown in Appendix 4), which included the adding of four additional categories to the NES risk profile was approved at the Audit and Risk Committee in January 2024 and the NES Board at their February 2024 meeting. Following the implementation of the new risk categories (People/Workforce, Health & Safety, Environmental Sustainability /Climate Change and Transformation/Innovation) to the NES risk profile the Executive Team conducted a full review of all risks at their June 2024 meeting. This was to determine if they were aligned to the appropriate risk category.

6.   Assessment/Key Issues

6.1.   NES Strategic Risk Register

6.1.1. The Strategic Risk Register (summary Appendix 1, detail Appendix 2) has been subject to a recent review by the Executive Team and individual risk owners. Within the last reporting period, there have been no new or escalated risks added to the Strategic Risk Register or any movement to the risk ratings. However, additional wording "leading to misalignment with Scottish Government priorities and expectations" has been added to Strategic Risk 9 in regard to NES not putting sufficient measures in place to address ongoing cost and funding pressures.

6.1.2. Risk controls and actions have been reviewed and strengthened where appropriate to support with the mitigations of individual risks, with updates on actions recorded.

6.1.3. Following the review of risk categories by the Executive Team there has been a change of category aligned to five of the Strategic Risks.

6.1.4. Strategic Risk 3 – (relating to NES not adequately engaging with its employees) has been re-categorised as People/Workforce from Operational.

6.1.5. Strategic Risk 4 - (relating to NES not adequately engaging with its employees). has been realigned from Operational to the People/Workforce category.

6.1.6. Strategic Risk 5 – (relating to an adequate corporate infrastructure being in place to support the Transformation Route Map) has been realigned from Operational to the People/Workforce category.

6.1.7. Strategic Risk 8 – (relating to NES failing to put sufficient employee training and other operational controls in place to minimise the risk of breaches of Information Governance) has been realigned from Governance to the Operational category.

6.1.8. Strategic Risk 13 - (relating to failure to recruit sufficient numbers of appropriately skilled and experienced staff), has been realigned from Operational to the People/Workforce category.

6.1.9. Table 1 in Appendix 3 provides a summary of the current net risk exposure across each of the categories within the Strategic Risk Register, with Table 2 providing the last reported position for reference. As can be seen there has been no change to the net risk exposure during the reporting period. With the implementation of the new categories to NES's risk profile the highest percentage of NES's Strategic Risks now sit within the Governance and People/Workforce categories.

6.2. NES Board Risk Appetite

6.2.1. The revised Risk Appetite approved at the May 2024 Board meeting has now been implemented with 33% of Strategic Risks currently sitting outwith the Board's risk appetite. This is attributed to the risks within the Financial and Governance categories and reflects the Board's high risk averse appetite in these categories. Further controls and actions have been identified to further control the risks where the net score is outwith the Board's appetite. Risks outwith the Board's agreed appetite will continue to be the focus of the Executive Team 'Deep Dive' discussions on strategic risks.

6.3. Staff Communication and Engagement

6.3.1. A revised Risk Management Manual has now been published that sets out the principles, objectives and processes for the management of risk. It also provides a key reference point that sets out NES's approach to risk and risk

management and promotes an open and responsive approach that involves all elements of NES. Risk Management training sessions that focus on identifying risks to be managed, escalating risks, risk scoring and using the risk log template continue to be delivered with further sessions scheduled over the next couple of months.

7.   Recommendations

The NES Board is invited to:

7.1.   To review and approve NES Strategic Risk Q4 update and provide any feedback as appropriate.

7.2.   To review and approve the changes to categories aligned to Strategic Risks 3,4,5,8 and 13.

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

a) **Have Educational implications been considered?**
   ☒   Yes
   ☐   No

b) **Is there a budget allocated for this work?**
   ☒   Yes
   ☐   No

c) **Alignment with Our Strategy 2023 – 26 People, Partnerships and Performance**
   ☐   1. People Objectives and Outcomes
   ☐   2. Partnership Objectives and Outcomes
   ☒   3. Performance Objectives and Outcomes

d) **Have key strategic risks and mitigation measures been identified?**
   ☒   Yes
   ☐   No

e) **Have Equality, Diversity, Human Rights and health inequality issues been considered** as per **Fairer Scotland Duty: Guidance for Public Bodies** and **Corporate Parenting** as per the **Children and Young People (Scotland) Act 2014?**
   ☐   Yes
   ☒   No

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

☐ Yes

☒ No

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

☐ Yes

☒ No

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

☒ Yes

☐ No

Author name: Rob Coward, Debbie Lewsley, Jim Boyle
Date: July 2024
NES

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Summary of Risk Log

Risk No.	Risk Title	Risk Date	Date due for next review	Gross Total	Net Total	Risk Category	Risk Appetite	Risk appetite vs net score
SR1	NES Strategic Plan does not align with the needs and expectations of stakeholders	19/04/2023	18/09/2024	15	9	Strategic	12-16	
SR2	Disproportionate amount of non-recurrent funding, without conversion to recurrent funding	19/04/2023	03/09/2024	20	16	Finance	1-5	Gap 11
SR3	Failure to recruit and retain sufficiently experienced and knowledgeable people to the Board, Executive Team and senior management establishment	19/04/2023	16/09/2024	16	8	People/Workforce	12-16	
SR4	NES does not adequately engage with its employees	19/04/2023	16/09/2024	16	6	People/Workforce	12-16	
SR5	NES does not put in place an adequate corporate infrastructure to support the Transformation Route Map.	19/04/2023	16/09/2024	16	9	People/Workforce	12-16	
SR6	Failure to develop and maintain adequate Business Continuity arrangements to deal with the risk of adverse events and threats	19/04/2023	30/09/2024	16	9	Governance	1-5	Gap 4
SR7	Failure to put in place measures to adequately protect against breaches of cyber security	19/04/2023	30/09/2024	20	15	Governance	1-5	Gap 10
SR8	Failure to put sufficient employee training and other operational controls in place to minimise the risk of breaches of Information Governance	19/04/2023	30/09/2024	20	8	Operational	12-16	
SR9	NES does not put sufficient measures in place to address ongoing cost and funding pressures leading to misalignment with Scottish Government priorities and expectations.	19/04/2023	29/09/2024	25	16	Finance	1-5	Gap 11
SR10	Failure to adequately anticipate and mitigate the impacts of policy, legislative, economic, technological and societal change	19/04/2023	18/09/2024	12	12	Strategic	12-16	
SR11	Poor learning outcomes and learning experience for our stakeholders	19/04/2023	01/09/2024	16	9	Operational	12-16	
SR12	Insufficient investment in TURAS Learn and other NES learning platforms.	19/04/2023	30/09/2024	12	12	Operational	12-16	
SR13	Failure to recruit sufficient number of appropriately skilled and experienced staff within NES.	19/04/2023	16/09/2024	12	12	People/Workforce	12-16	
SR14	Inadequate Board governance, systems, processes and scrutiny of them.	19/04/2023	18/09/2024	25	4	Governance	1-5	
SR15	NES is not an evidence based data driven organisation, lacking intelligence and insights from its Information Assets.	14/12/2023	30/09/2024	12	6	Governance	1-5	Gap 1

STRATEGIC RISK 1

Risk no:	SR1			
Risk Short Title:	NES Strategic Plan does not align with the needs and expectations of stakeholders			

Risk Owner:	Karen Reid	Date Added to Register:	19/04/2023	
		Review Date:	18/09/2024	
		Frequency of Review:	Quarterly	
		Committee/Group overseeing	NES Board	
Risk Category(s)	Strategic	Reputational		
Risk impacts on NES Strategy Key Area of Focus :				

Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
08/04/2024	9	Medium		Open	12-16	
20/06/2024	9	Medium	⇔			
	-					
	-					
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)		Net Impact (1-5)	Net Likelihood (1-5)		Board Risk Appetite v Net Total	
5	3		3	3		Open	12-16
Gross Total:	15		**Net Total:**	9		**Medium**	9

Existing control rating:	**Partially controlled**

Cause:	Effect:
NES Strategic Plan does not align with the needs and expectations of stakeholders	This could lead to a failure of the NHS and social care workforce's ability to respond to the existing and changing health and social care needs of Scotland's population
	Result:
	This could result in high levels of dissatisfaction with the role of NES and loss of credibility as the statutory education, training, workforce development, data and technology provider in health and social care in Scotland. It could also mean that the health and social care workforce do not have the necessary skills and knowledge to meet the needs of the population.

Control:		Actions:	
1	Revised NES Strategic Plan clearly articulates the importance of education and training to a sustainable workforce and has been widely consulted upon	1	Executive engagement sessions with Territorial Health Boards, Health & Social Care Partnerships, Scottish Government, Social Care Sector and Academia to develop relationships and understanding of needs.
2	Annual Operating Plan, incorporating desired outcomes, forms the baseline for organisational activities	2	ADP 2023/204 submitted to SG - Completed ADP 2024/2025 submitted to SG
3	Development of focused communications to support management of stakeholder expectation in relation to NES capacity to deliver and support new systems development.	3	Ongoing SG engagement and commissions to NES for social care workforce education and training
4	Work has been undertaken with NHS Boards, statutory education bodies in the four nations, and professional regulators, to mitigate disruption and allow trainees/learners to progress where possible.	4	
5	The implications for NES from the Adult Social Care Review and the establishment of the National Care Service are discussed with our Sponsor Directorate and Mental Health & Social Care Directorate to allow for forward Planning	5	

STRATEGIC RISK 2

Risk no:	SR2				
Risk Short Title:	Disproportionate amount of non-recurrent funding, without conversion to recurrent funding				

Risk Owner:	Jim Boyle		
		Date Added to Register:	19/04/2023
		Review Date:	03/09/2024
		Frequency of Review:	Quarterly
		Committee/Group overseeing	NES Board
Risk Category(s)	Finance		
Risk impacts on NES Strategy Key Area of Focus :			

Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
04/03/2024	16	High		Averse	1-5	
05/06/2024	16	High	⇔			
	-					
	-					
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)
4	5
Gross Total:	**20**

Net Impact (1-5)	Net Likelihood (1-5)
4	4
Net Total:	**16**

Board Risk Appetite v Net Total	
Averse	**1-5**
High	**16**

Existing control rating:	**Partially controlled**

Cause:	Effect:
NES continues to experience a disproportionate amount of non-recurrent funding, without conversion to recurrent funding	We will have to rely on a high number of short-term and fixed-term contracts of employment in NES
	Result:
	This will result in continued workforce instability and could also result in failure to adequately deliver the NES Strategic Plan and respond to the commission requirements of Scottish Government. This situation seriously compromises our ability to maintain a workforce that has the right capacity and capability

Control:		Actions:	
1	NES Exec Team maintain strong engagement with relevant leads at Scottish Government, as well as with the Sponsorship Team	1	Baselining and bundling impact will be assessed when proposals are made available by the Scottish Government, and will be reported to the Board at the earliest opportunity. Update Nov 2023 - This is more likely to impact on 2024/25. Update June 2024 - This will be determined following SG deliverable workshops.
2	Maintain clarity in relation to NES's role and influence - through regular engagement with SG sponsor team, and relevant executive director groups, including SAMD, SEND, DoFs and HRDs.	2	Any requests by Scottish Government to decommission any work streams will be fully considered by the Executive Team, considering education and training impacts, as well as staffing and financial implications
3	Executive Team has approved an approach to career development and succession planning. This includes mapping of key roles; a process to identify potential successors; work with potential successors on individual development plans.	3	NES will be involved in discussions with SG policy teams, the Sponsorship Team and NHS Health. Finance to determine what existing non-recurrent funding can be moved to the NES baseline and how outcomes can be shaped to fit with any revised baseline. Update June 2024 - SG have set up deliverable workshops in May and June with policy and finance teams with NES to discuss the move of non-recurring funding to baseline. Transfers to baseline will be confirmed in our allocation letter during the year. Update August 2024 - Allocation letteer received in July 2024 confirmed that £103m of funding will be moved from non-recurrent to baseline during 2024/25. That letter also confirmed 81% of expected allocations for 2024/25.
4	Chief Executive and NES Directors to maintain links with other UK organisations	4	
5	Executive Team actively and regularly consider risk in extending posts and in converting posts to permanent. Funding is carefully considered as part of these decisions	5	

STRATEGIC RISK 3

Risk no:	SR3

Risk Short Title:	Failure to recruit and retain sufficiently experienced and knowledgeable people to the Board, Executive Team and senior management establishment

Risk Owner:	Tracey Ashworth Davies	Date Added to Register:	19/04/2023
		Review Date:	16/09/2024
		Frequency of Review:	Quarterly
		Committee/Group overseeing	Staff Governance Committee

Risk Category(s)	People/Workforce

Risk impacts on NES Strategy Key Area of Focus :	

Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
08/04/2024	8	Medium		Open	12-16	
18/06/2024	8	Medium	⇔			
	-					
	-					
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)
4	4
Gross Total:	16

Net Impact (1-5)	Net Likelihood (1-5)
4	2
Net Total:	8

Board Risk Appetite v Net Total	
Open	12-16
Medium	8

Existing control rating:	Controlled

Cause:	Effect:
NES fails to recruit and retain sufficiently experienced and knowledgeable people to the Board, Executive Team and senior management establishment due to insufficient recruitment and succession planning	This would impact the continuity of effective leadership, management and governance of NES
	Result:
	This would result in a deterioration of NES performance and credibility at all levels and would increase the risk of serious failures in governance

	Control:		Actions:
1	NES has access to a wide pool of nationwide talent in terms of non-executive recruitment and has a robust process and a good track record for attracting high quality candidates when Board vacancies occur.	1	Succession planning exercise covering cohort of executive and senior management roles has resulted in risk rating each role based on identifying potential internal candidates within a 2 year period of being ready for the role. Internal candidates are producing development plans which they and their line manager will regularly review supported by ODLL. A second cohort of senior management roles has been identified and a further succession planning exercise will take place by June 2024. Update June 2024 : The Succession Planning cycle is mid process, which has been aligned with the PDP cycle. Cohort 2 roles identified and agreed by the Executive Team. Cohort 2 launched at the end of March with communications and supporting sessions put in place throughout the first quarter. Managers undertaking career developments conversations which will provide a readiness rating against each of the roles. This will be presented to the ET in mid July.
2	NES recruits executives and senior managers from across the public and private sectors to ensure a wide spread of skills and experience in its senior leadership.	2	
3	A programme of executive and senior manager development is in place to make sure that those in post are given the opportunity to develop in the role, and to acquire new professional skills and experience.	3	
4	Senior leaders are encouraged to participate in a wide range of national professional networking groups to make sure they have access to best practice across the sector.	4	
5		5	

STRATEGIC RISK 4

Risk no:	SR4

Risk Short Title:	NES does not adequately engage with its employees

Risk Owner:	Tracey Ashworth Davies	Date Added to Register:	19/04/2023
		Review Date:	16/09/2024
		Frequency of Review:	Quarterly
		Committee/Group overseeing	Staff Governance Committee
Risk Category(s)	People/Workforce		
Risk impacts on NES Strategy Key Area of Focus :			

Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
08/03/2024	6	Medium		Open	12-16	
18/06/2024	6	Medium	⇔			
	-					
	-					
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)
4	4
Gross Total:	16

Net Impact (1-5)	Net Likelihood (1-5)
3	2
Net Total:	6

Board Risk Appetite v Net Total	
Open	12-16
Medium	6

Existing control rating:	Controlled

Cause:	Effect:
NES does not adequately engage with its employees, including the wellbeing and pastoral care of staff and trainees for whom we have responsibility.	There could be a breakdown in understanding of the roles that employees play and the contributions that are expected of them in the delivery of the Strategic Plan and the individual Directorate Operational Plans
	Result:
	That could result in a significant deterioration in NES' ability to deliver on those plans

Control:		Actions:	
1	1 - Strong partnership working arrangements in place and maintained through regular contact with the Employee Director and via the Change Management Programme Board.	1	iMatter action plans by iMatter Teams are completed and submitted annually.
2	2 - Communication plan to be a key focus on all organisational change projects.	2	Continue to increase attendance at monthly directorate townhalls.
3	3 - Strong focus on communication and visibility, both at a corporate and directorate level through, for example, monthly directorate townhalls and executive led webinars enabling 2 way participation.	3	Increase all staff communications via intranet.
4	4 - Strong focus on support to line managers through the line managers network.	4	
5	5 - Organisational priority to complete team action plans resulting from annual iMatter NHS Scotland employee survey exercise. 6 - Wellbeing Matters Hub launched on 22 March 2024. This is a one-stop shop for health and wellbeing. The Hub is hosted on TURAS and provides resources offering information, practical tools, and top tips around the four pillars of wellbeing: healthy work, healthy mind, healthy life, and healthy body	5	

STRATEGIC RISK 5

Risk no:	SR5			
Risk Short Title:	NES does not put in place an adequate corporate infrastructure to support the Transformation Route Map.			

Risk Owner:	Tracey Ashworth Davies	Date Added to Register:	19/04/2023	
		Review Date:	16/09/2024	
		Frequency of Review:	Quarterly	
		Committee/Group overseeing	Staff Governance Committee	
Risk Category(s)	People/Workforce	Reputational		
Risk impacts on NES Strategy Key Area of Focus :				

Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
08/04/2024	9	Medium		Open	12-16	
18/06/2024	9	Medium	⇔			
	-					
	-					
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)		Net Impact (1-5)	Net Likelihood (1-5)		Board Risk Appetite v Net Total	
4	4		3	3		Open	12-16
Gross Total:	16		**Net Total:**	9		Medium	9

Existing control rating:	**Partially controlled**

Cause:	**Effect:**
NES does not have in place a corporate infrastructure to support business processes in relation to the improvement programme including HR, Finance and the PMO. This includes not having the the right number of people, suitably skilled, as well as having the right systems and other resources to drive improvements in transformation and best value.	The Board might not adequately deliver the aims of its own Strategic Plan or the external commissions agreed with the Scottish Government
	Result:
	This could result in NES having insufficient corporate infrastructure staff to support delivery of the AOP, Transformation Activity and potential efficiency savings. Resulting in reputational damage and impact on stakeholder engagement.

	Control:			**Actions:**
1	1. Worforce Planning takes place alongside AOP processes so that resourcing can be aligned on an annual basis. 2. In year changes to resourcing are made in alignment with in year consideration of new projects through the Corporate Radar process.		1	Ongoing Process with Corporate Radar
2	3. Via the Post prioritisation process we identify issues associated with funding posts required to deliver the AOP and/or Corporate Radar approved projects and loop back to considering the impact on committed deliverables.		2	Digital Prioritisation Process - ensuring capacity is aligned to requirements.
3	4. Recruitment authorisation and other recruitment processes are being reviewed with the aim of achieving a more efficient, risk-based approach reducing time across NES and, all things being equal, reducing the time to recruit new staff. This could include how to bundle recruitment into groups of authorised roles, rather than recruiting to each post individually, etc.		3	
4	5. Discussions on the implications of continued non-recurrent funding have been and will continue to be held with the Scottish Government, although no significant movement in the Scottish Government's position has been achieved at this point. Corporate process to ensure centralised view of commissions and impact on infrastructure in place by Dec 22.		4	
5	6. Temporary expanded resources to support PMO and corporate improvement through Project Based Development Opportunities.		5	

STRATEGIC RISK 6

Risk no:	SR6							
Risk Short Title:	Failure to develop and maintain adequate Business Continuity arrangements to deal with the risk of adverse events and threats							

Risk Owner:	Christopher Wroath	**Date Added to Register:**	19/04/2023
		Review Date:	30/09/2024
		Frequency of Review:	Quarterly
		Committee/Group overseeing	Technology & Information Committee

Risk Category(s)	Governance	Operational	
Risk impacts on NES Strategy Key Area of Focus :			

Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
13/03/2024	9	Medium		Averse	1-5	
02/07/2024	9	Medium	⇔			
	-					
	-					
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)
4	4
Gross Total:	16

Net Impact (1-5)	Net Likelihood (1-5)
3	3
Net Total:	9

Board Risk Appetite v Net Total	
Averse	1-5
Medium	9

Existing control rating:	**Partially controlled**

Cause:	Effect:
NES does not put in place and maintain adequate Business Continuity arrangements to deal with the risk of adverse events and threats, both internal and external threats, e.g. national or global pandemics, power supply outages, and other events	There may be an inability to deliver normal levels of service, or even an inability to deliver services at all in extreme circumstances.
	Result:
	This could result in failure to achieve strategic outcomes.

Control:		Actions:	
1	Disaster Recovery Plan and Business Continuity Plans have been approved by the Executive Team.	1	Outside contractors been engaged to complete and close all relveant KMG Audit actions to an agreed timetable with CEO. Update June 2024 - Action completed and this will feed into the September Audit.
2	The plans were robustly tested in a desktop exercise and recommendations were considered by the ET and incorporated into the current version of the plans.	2	
3	NTS have agreed to an internal audit on BCP on an emphasis on disaster recovery on cloud data, audit to commence September 2024.	3	
4		4	
5		5	

STRATEGIC RISK 7

Risk no:	SR7					

Risk Short Title:	Failure to put in place measures to adequately protect against breaches of cyber security

Risk Owner:	Christopher Wroath	Date Added to Register:	19/04/2023
		Review Date:	30/09/2024
		Frequency of Review:	Quarterly
		Committee/Group overseeing	Technology & Information Committee

Risk Category(s)	Governance	Operational	

Risk impacts on NES Strategy Key Area of Focus :			

Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
13/03/2024	15	High		Averse	1-5	
02/07/2024	15	High	⇔			
	-					
	-					
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)
5	4
Gross Total:	**20**

Net Impact (1-5)	Net Likelihood (1-5)
5	3
Net Total:	**15**

Board Risk Appetite v Net Total	
Averse	1-5
High	15

Existing control rating:	Partially controlled

Cause:	Effect:
NES does not put in place measures to adequately protect itself against breaches of cyber security	This could lead to unauthorised access to NES digital systems and data
	Result:
	This could significantly affect our ability to continue normal business operations and would risk reputational damage and the imposition of punitive financial fines by regulatory authorities

	Control:		Actions:
1	Digital team ensures firewall logs, including changes to the firewall rule base, are added to the (Security Information and Event Management) SIEM tool in use and continue to be monitored frequently	1	Continue to use the NIS Audit framework to manage and build on NES' cyber security posture. - Ongoing
2	Senior Management and Executive level involvement and oversight of Cyber security related risk through updates in the Technology and Information Committee and Audit & Risk Committee meetings and through the NES Assurance Group.	2	Review our early adoptor status for the NHSS Security Operations Centre (Dundee).
3	Staff awareness of Cyber security matters is raised through information security webinars provided by the Information Security Manager, which includes phishing emails and security regarding the use of public Wi-fi, reporting security breaches and determining key NES contacts, password guidance, information / data management under GDPR as well as analysing key current trends in Cybercrime.	3	Identifying capacity for Cyber Security support post to join the Infrastructure and Operations Group within NTS. Update June 2024 - Been reviewed as part of the I&O resource plan.
4		4	
5		5	

STRATEGIC RISK 8

Risk no:	SR8					
Risk Short Title:	Failure to put sufficient employee training and other operational controls in place to minimise the risk of breaches of Information Governance					

Risk Owner:	Christopher Wroath	**Date Added to Register:**	19/04/2023		
		Review Date:	30/09/2024		
		Frequency of Review:	Quarterly		
		Committee/Group overseeing	Technology & Information Committee		
Risk Category(s)	Operational	Reputational		Governance	
Risk impacts on NES Strategy Key Area of Focus :					

Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
13/03/2024	8	Medium		Open	12-16	
02/07/2024	8	Medium	⇔			
	-					
	-					
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)
4	5
Gross Total:	**20**

Net Impact (1-5)	Net Likelihood (1-5)
4	2
Net Total:	**8**

Board Risk Appetite v Net Total	
Open	**12-16**
Medium	**8**

Existing control rating:	**Partially controlled**

Cause:	Effect:
NES does not put sufficient employee training and other operational controls in place to minimise the risk of breaches of Information Governance	There could be instances of significant loss of data
	Result:
	This could result in serious reputational damage and the imposition of punitive financial fines by regulatory authorities.

Control:		Actions:	
1	Statutory and relevant data security processes in place, with specific reference to the new General Data Protection Regulations.	1	NES' Executive Team to increase all IG/IT security training to mandatory. Update March 2024 - Action Closed Mandatory Training implemented.
2	Specific additional policies, procedures and practices (based on ISO27001) have been put in place to ensure robust security applies to the TURAS platform and the being developed National Digital Platform.	2	
3	Whistleblowing arrangements are in place with information and resources available to staff via the Intranet including Whistleblowing standards, policy and process. These resources include reference to whistleblowing in relation to loss or misuse of data and are part of the essential learning programme for all NES employees.	3	
4	Safe Information Handling features as an element of the NES essential learning programme, and the Executive Team regularly review compliance	4	
5		5	

STRATEGIC RISK 9

Risk no:	SR9			
Risk Short Title:	NES does not put sufficient measures in place to address ongoing cost and funding pressures leading to misalignment with Scottish Government priorities and expectations.			

Risk Owner:	Jim Boyle	Date Added to Register:	19/04/2023
		Review Date:	29/09/2024
		Frequency of Review:	Quarterly
		Committee/Group overseeing	NES Board
Risk Category(s)	Finance		
Risk impacts on NES Strategy Key Area of Focus :			

Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
01/02/2024	16	High		Averse	1-5	
01/07/2024	16	High	⇔			
	-					
	-					
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)
5	5
Gross Total:	25

Net Impact (1-5)	Net Likelihood (1-5)
4	4
Net Total:	16

Board Risk Appetite v Net Total	
Averse	1-5
High	16

Existing control rating:	Partially controlled

Cause:	Effect:
NES does not put sufficient measures in place to address ongoing cost and funding pressures as well as a high level of non-recurrent funding from SG	The Board will experience financial constraints and will risk the inability to set sustainable financial plans and to take remedial actions necessary to remain in financial balance
	Result:
	This could then result in failure to meet the aspirations set out in the Strategic Plan as well as having an increased risk of not being able to control the finances of NES

Control:		Actions:	
1	The Annual Operational Planning process within NES gives Directorates indicative budgets to plan their own activities and expenditure and identifies cost pressures and potential savings across NES.	1	The financial implications of any requests to decommission specific activities, or to reduce funding generally will be fully explored, with the financial, staffing and service impacts fully set out
2	The Senior Operational Leadership Group, chaired by the Director of Planning reviews budget submissions from across NES to ensure congruence, no duplication and identify opportunities for collaboration and efficiency savings.	2	The Operational Planning process for 2024/25 will have a significantly sharpened focus on the achievement of savings, as required by the SG's Sustainability & Value programme, and with the increasing liklihood of reductions to baseline funding. Update June 2024 - 2025/26 planning process will have a greater focus on cost reduction and this work is underway. This will tie into the work of the Business Transformation Board.
3	This process enables decisions to be taken by the ET on prioritisation measures needed to deliver a balanced budget to the Board to be based on the impact of the planned activities.	3	NES are working with SG to identify how baseline and additional commission activity can be modelled to match reduced funding availability.
4	NES Board considers measures and makes approvals to balance the annual budget, including the measures suggested by the ET to reach a balanced position.	4	Implications and risks of reducing activity will be set out for SG to allow decisions to be taken in the full knowledge of their impact to the wider NHS in Scotland. Update June 2024 - Discussions taken place about sharing NES spending reduction plans at an earlier stage with Scottish Government colleagues.
5	Close working with SG to address the underlying deficit resulting from the expansion of TGs and uplifts that have been less than cost pressures in this area. SG have agreed to underwrite the in-year deficit position on MTG's.	5	

STRATEGIC RISK 10

Risk no:	SR10						
Risk Short Title:	Failure to adequately anticipate and mitigate the impacts of policy, legislative, economic, technological and societal change						
Risk Owner:	Karen Reid		Date Added to Register:	19/04/2023			
			Review Date:	18/09/2024			
			Frequency of Review:	Quarterly			
			Committee/Group overseeing	NES Board			
Risk Category(s)	Strategic						
Risk impacts on NES Strategy Key Area of Focus :							

Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
08/04/2024	12	High		Open	12-16	
20/06/2024	12	High	⇔			
	-					
	-					
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)
4	3
Gross Total:	12

Net Impact (1-5)	Net Likelihood (1-5)
4	3
Net Total:	12

Board Risk Appetite v Net Total	
Open	12-16
High	12

Existing control rating:	Controlled

Cause:	Effect:
NES is not able to adequately anticipate and mitigate the impacts of policy, legislative, economic, technological and societal change	We may be unable to attract, educate and train sufficient workforce supply, across the health and social care workforce, and in particular trainees and employees in specialist professional disciplines
	Result:
	This could result in a compromise in our ability to deliver on our Strategic Plan or significant parts of it, or to deliver Directorate Operational Plans

	Control:		Actions:
1	There are many regular engagements with a wide range of stakeholders - governmental, professional, peer Boards - to ensure that NES is aware of changes to policy, demographic trends, technological change, which will feed into the NES Strategic Plan	1	Significant Engagement with Health Boards, Health & Social Care Partnerships, Scottish Government, Social Care Sector and Academia.
2	Scottish Government Priorities are fully discussed with the NES/SG Sponsorship Team and are then incorporated into the Annual Delivery Plans that drive the core activity of the Board	2	Ongoing SG discussions on fiscal impact on NES ADP.
3	Monitoring of Strategic Risk 2 in relation to funding in current fiscal and political enviroment.	3	Policy Parliamentary Team within NES meets regularly with Scottish Government.
4		4	Strengthening financial reporting to be implemented.
5		5	

STRATEGIC RISK 11

Risk no:	SR11

Risk Short Title:	Poor learning outcomes and learning experience for our stakeholders

Risk Owner:	Karen Wilson	Date Added to Register:	19/04/2023
		Review Date:	01/09/2024
		Frequency of Review:	Quarterly
		Committee/Group overseeing	Education & Quality Committee
Risk Category(s)	Operational	Reputational	
Risk impacts on NES Strategy Key Area of Focus :			

Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
05/03/2024	9	Medium		Open	12-16	
03/06/2024	9	Medium	⇔			
	-					
	-					
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)
4	4
Gross Total:	16

Net Impact (1-5)	Net Likelihood (1-5)
3	3
Net Total:	9

Board Risk Appetite v Net Total	
Open	12-16
Medium	9

Existing control rating:	Controlled

Cause:	Effect:
NES delivers poor learning outcomes or a poor quality learning experience to our stakeholders, or if we are inflexible in evolving the methods of delivery of training and education	This could lead to the Health and Social Care workforce not having the necessary knowledge and skills to deliver good quality care
	Result:
	This could result in NES becoming disconnected from the needs of the wider workforce and failing to meet the needs of staff, trainees, learners and stakeholders, leading to serious reputational damage and reassessment of the Board's role in delivering education and training

	Control:		Actions:
1	Chief Executive and/or NES Directors maintain open and collaborative relationships/arrangements with counterparts in partner organisations	1	Development of a Learning & Education Strategy. Update March 2024 - Learning & Education Strategy approved by February 2024 Board - moving into implementation.
2	Ensure Chair is well briefed to manage relationships with other Board/organisational Chairs	2	Development of a strategy and resources for coproduction & engagement. Update March 2024 - Strategy renamed to Involving Peoples & Community Framework - Draft version gone to ELG 29.02.204. Update June 2024 - Action complete Strategy approved at ELG and Executive Team
3	Parliamentary monitoring service provides daily briefing to NES Executives and senior managers. Board papers and minutes made available on NES corporate website. Discussions about pressures and national developments at ET are communicated to staff through regular staff video and Intranet updates	3	Learning and Education Framework being developed. Update June 2024 - Pilot Framework launched May 2024 - action to remain open until feedback recieved and final version published.
4	Widespread evaluation of education programmes, including the use of feedback from learners to effect improvement.	4	Implement a corporate improvement programme to support high quality learning and education provision through the Learning & Education Quality System (LEQS). Update March 2024 - All groups progressing within project timelines. Update June 2024 - Continuing to progress within project timelines.
5	Education Governance arrangements in place to ensure quality and performance is monitored and improved where necessary.	5	

STRATEGIC RISK 12

Risk no:	SR12
Risk Short Title:	Insufficient investment in TURAS Learn and other NES learning platforms.

Risk Owner:	Christopher Wroath	**Date Added to Register:**	19/04/2023
		Review Date:	30/09/2024
		Frequency of Review:	Quarterly
		Committee/Group overseeing	Technology & Information / Education & Quality Committee
Risk Category(s)	Operational	Reputational	
Risk impacts on NES Strategy Key Area of Focus :			

Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
13/03/2024	12	High		Open	12-16	
02/07/2024	12	High	⇔			
	-					
	-					
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)
4	3
Gross Total:	12

Net Impact (1-5)	Net Likelihood (1-5)
4	3
Net Total:	12

Board Risk Appetite v Net Total	
Open	12-16
High	12

Existing control rating:	**Uncontrolled**

Cause:	**Effect:**
NES do not sufficiently invest in technolgy that supports learning outcomes including the TURAS learning platform as well as other learning platforms provided by NES.	This would lead to the Board being unable to meet the learning needs and expectations of all stakeholders
	Result:
	This could result in NES becoming disconnected from the needs of the wider workforce and failing to meet the needs of staff, trainees, learners and stakeholders, leading to serious reputational damage and reassessment of the Board's role in delivering education and training

Control:		**Actions:**	
1	A significant amount of time and resource is invested to establish the learning needs of a very wide stakeholder group	1	Turas Refresh Programme Outline Business Case to be presented to Scottish Government. Update April 2024 - OBC currently going through governance groups prior to submission to Scottish Government. Update June 2024 - Action Completed
2	Strategic case for investment has been prepared for discussion with the Scottish Government	2	Transformational Group need to agree Phase 2 outcomes of the Turas Refresh Programme. Turas Refresh Programme Full Business Case in development.
3	Turas Refresh Programme as part of Transformation Programme.	3	
4		4	
5		5	

STRATEGIC RISK 13

Risk no:	SR13			
Risk Short Title:	Failure to recruit sufficient number of appropriately skilled and experienced staff within NES.			
Risk Owner:	Tracey Ashworth Davies	Date Added to Register:	19/04/2023	
		Review Date:	16/09/2024	
		Frequency of Review:	Quarterly	
		Committee/Group overseeing	Staff Governance Committee	
Risk Category(s)	People/Workforce			
Risk impacts on NES Strategy Key Area of Focus :				

Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
08/04/2024	12	High		Open	12-16	
18/06/2024	12	High	⇔			
	-					
	-					
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)
4	3
Gross Total:	12

Net Impact (1-5)	Net Likelihood (1-5)
4	3
Net Total:	12

Board Risk Appetite v Net Total	
Open	12-16
High	12

Existing control rating:	**Controlled**

Cause:	Effect:
Failure to recruit sufficient number of appropriately skilled and experienced staff within NES.	NES having insufficient staff to support delivery of the AOP, Transformation Route Map and Strategic Plan
	Result:
	This could result in reputational damage and impact on stakeholder engagement.

	Control:		Actions:
1	Monitoring and continuously improving job packs to ensure they attract an appropriate number of high quality candidates.	1	Work with Higher/Further Education establishments in Scotland, in addition to targeted Third Sector and related bodies to support greater apprenticeship opportunities and related early career routes.
2	Monitoring and continuously improving recruitment routes eg career sites, social media to ensure they attract an appropriate number of high quality candidates.	2	The Armed Forces Talent Programme (AFTP) team will continue to engage, influence and deliver in support of the territorial and national board efforts to attract more talent from the Armed Forces Community (AFC).
3	Monitoring and continuously improving our Equality and Diversity Practices in order to ensure they attract and retain underrepresented staff groups.	3	The NES Equality & Human Rights Team continue to off online anti-racism training for NES Line Managers which will enable our line managers to better understand key actions they can take to support NES as an inclusive organisation.
4	Monitor and report on the composition of the NES workforce and sex/gender/ethnicity/disability pay gaps to the Board.	4	Development of Talent Attraction Strategy.
5	Risk based decisions regarding termination of temporary staff in the event of uncertaintly of funding.	5	Finance/HR and Planning to advise the CEO on risk based decisions needed during FY 24/25 so that decisions on the retention or termination of staff in temporary contractual arrangements can be made in a timely fashion and be communicated in a planned way to staff.

STRATEGIC RISK 14

NHS Education for Scotland

Risk no:	SR14				
Risk Short Title:	Inadequate Board governance, systems, processes and scrutiny of them.				
Risk Owner:	Karen Reid	**Date Added to Register:**	19/04/2023		
		Review Date:	18/09/2024		
		Frequency of Review:	Quarterly		
		Committee/Group overseeing	NES Board		
Risk Category(s)	Governance				
Risk impacts on NES Strategy Key Area of Focus :					

Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
08/04/2024	4	Low		Averse	1-5	
20/06/2024	4	Low	⇔			
	-					
	-					
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)
5	5
Gross Total:	25

Net Impact (1-5)	Net Likelihood (1-5)
2	2
Net Total:	4

Board Risk Appetite v Net Total	
Averse	**1-5**
Low	4

Existing control rating:	**Partially controlled**

Cause:	Effect:
NES does not put sufficient arrangements in place in relation to Board governance, systems, processes and scrutiny of them	This could lead to corporate non-compliance and failure to comply with statutory, legislative and climate emergency/sustainability requirements
	Result:
	This could result in a loss of credibility towards the Board, from the Scottish Government as well as a range of audit and scrutiny bodies, which could pose a threat to the general credibility and future of NES

Control:		Actions:	
1	1. Standing committees responsible for each governance domain supported by Executive Groups.	1	1. New refreshed Board and committee Assurance Framework has been developed and discussed with the Board at a development session. This will be further developed before final implementation. Update June 2024 - Action closed as agreed at ARC and Board that this work would be paused and superceded by Action 6. 2. Development of Blueprint Action Plan to strengthen governance. Update June 2024 - Action complete and submitted to Scottish Government
2	2. Indvidual committees review effectiveness at every committee meeting and provides an annual report to Audit Committee detailing how it has discharged its remit.	2	3. ET review outstanding Audit actions - quarterly
3	3. Comprehensive programme of internal audit. 4. Board Governance included as part of Corporate Induction.	3	4. Scottish Government sign off of ADP - completed 2023/24 Update June 2024 - Verbal feedback recieved from Scottish Government awaiting final sign off.
4	5. An Assurance framework has been developed in line with the 'Blue Print for Governance' and the Assurance and Audit Committee Handbook .	4	5. Board Governance Training at Board Development Events Update June 2024 - Board Governance Development Event completed 19th January 2024.
5	7. Ensure corporate awareness of relevant statutory regulatory oversight, and maintain close working with relevant professional and other regulatory bodies	5	6. Take forward due diligence review against legislative and public duties.

STRATEGIC RISK 15

Risk no:	**SR15**

Risk Short Title:	NES is not an evidence based data driven organisation, lacking intelligence and insights from its Information Assets.

Risk Owner:	Christopher Wroath	Date Added to Register:	**14/12/2023**	
		Review Date:	**30/09/2024**	
		Frequency of Review:	**Quarterly**	
		Committee/Group overseeing	**Technology & Information Committee**	
Risk Category(s)	Governance	Reputational		Strategic
Risk impacts on NES Strategy Key Area of Focus :				

Date of Score	Net Score	Current Net Risk Rating: (Priority 1, 2, 3 or 4)	Risk Movement: (↑,↔,↓)	Board Appetite		Within Board Appetite
13/03/2024	6	**Medium**		Averse	1-5	
02/07/2024	6	**Medium**	⇔			
	-					
	-					
	-					

Gross Impact (1-5)	Gross Likelihood (1-5)
3	4
Gross Total:	**12**

Net Impact (1-5)	Net Likelihood (1-5)
2	3
Net Total:	**6**

Board Risk Appetite v Net Total	
Averse	**1-5**
Medium	**6**

Existing control rating:	**Partially controlled**

Cause:	Effect:
Lack of strategic application of data quality standards. Lack of outcome focussed in our information gathering and structures.	Inefficiency and waste of resources in all aspects of NESs work in support of our strategic outcomes.
	Result:
	This could result in a loss of credibility towards the Board, from the Scottish Government and scrutiny bodies, which could pose a threat to the general credibility and future of NES

	Control:		Actions:
1	Transformation Programme is now operational. There is a specific focus from the Corporate Improvement Programme on efficiency and effectiveness of data collection, storage and management.	1	Development of an overt data plan as part of the Corporate Improvement Plan.
2	Plans for automation and preparation for artificial intelligence will drive new and improved data collection, storage and management.	2	
3	Development of the Implementation Plan for the M365 Viva Suite of applications will drive new and improved data collection, storage and management.	3	
4	Planned pilot of M365 Copilot Application will drive intelligence and knowledge on required improvements and restructuring of all NES data and information.	4	
5		5	

Summary of Strategic Risks Exposure

Table 1 - Current Position - July 2024

Current Risk Exposure (Total Score)	Very High	High	Medium	Low	Total	% of Total
Strategic		1	1		2	13.3%
Operational		1	2		3	20.0%
Finance		2			2	13.3%
Reputational					0	0.0%
Governance		1	2	1	4	26.7%
Technology					0	0.0%
People/Workforce		1	3		4	26.7%
Health & Safety					0	0.0%
Enviromental Sustainability					0	0.0%
Transformation/ Innovation					0	0.0%
TOTAL EXPOSURE		6	8	1	15	100.0%
% of Total	0.0%	40.0%	53.3%	6.7%		

Table 2 - Last Reported Position - May 2024

Current Risk Exposure (Total Score)	Very High	High	Medium	Low	Total	% of Total
Strategic		1	1		2	13.3%
Operational		2	4		6	40.0%
Finance		2			2	13.3%
Reputational					0	0.0%
Governance		1	3	1	5	33.3%
Technology					0	0.0%
TOTAL EXPOSURE		6	8	1	15	100.0%
% of Total	0.0%	40.0%	53.3%	6.7%		

NES Risk Matrix, Scoring and Risk Categories

Risk Matrix and Score –

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

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

NES Scoring Definitions – Likelihood -

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

NES Scoring Definitions – Impact/Consequence –

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

NES Risk Categories –

Strategic - Risks arising from the achievement of NES's Strategy due to failure in supporting the delivery of commitments, plans or objectives due to a changing macro-environment.

Finance - Risks arising from not managing finances in accordance with requirements and financial constraints resulting in poor returns from investments, failure to manage assets/liabilities or to obtain value for money from the resources deployed, and/or non-compliant financial reporting.

Governance - Risks arising from unclear plans, priorities, authorities and accountabilities, and/or ineffective or disproportionate oversight of decision-making and/or performance.

Reputational - Risks arising from adverse events, including ethical violations, a lack of sustainability, systemic or repeated failures or poor quality or a lack of innovation, leading to damages to reputation and or destruction of trust and relations.

Operational - Risks arising from inadequate, poorly designed or ineffective/inefficient internal processes resulting in fraud, error, impaired customer service (quality and/or quantity of service), non-compliance and/or poor value for money.

Technology - Risk arising from technology not delivering the expected services due to inadequate or deficient system/process development and performance or inadequate resilience.

People/Workforce - Risks arising from ineffective leadership and engagement, suboptimal culture, inappropriate behaviours, the unavailability of sufficient capacity and capability, industrial action and/or non-compliance with relevant employment legislation/HR policies resulting in negative impact on performance.

Health & Safety - Risks arising from inefficient safety management resulting in non-compliance and/or harm and suffering to employees, contractors, service users or the public.

Environmental Sustainability/ Climate Change - Risk arising from ineffective management of natural resources resulting in harm to the environment and non-compliance with climate legislation/targets or ability to reach net zero.

Transformation / Innovation - Risk arising from major transformation projects and innovations resulting in inability to achieve planned changes and reduced effectiveness of delivering on objectives.

NHS Education for Scotland   **NES/24/52**

Agenda Item: 08c

Meeting Date: 15 August 2024

NES Public Board Meeting

1.   Title of Paper

1.1.   2024/25 Quarter 1 Delivery Report

2.   Author(s) of Paper

2.1.   Alison Shiell, Planning & Corporate Governance Manager

3.   Lead Director(s)

3.1.   Christina Bichan, Director of Planning & Performance

4.   Situation / Purpose of paper

4.1.   This report provides the Board with a Quarter 1 (Q1) update on NES's delivery performance against the deliverables and milestones set out in the 2024/25 NES Annual Delivery Plan (ADP). The report uses (B)RAG exception reporting to evidence progress and completion status.

4.2.   In addition to the cover paper, the report comprises an overall 2024/25 Quarter 1 summary position (Appendix 1) and a full 2024/25 Quarter 1 update (Appendix 2).

4.3.   The Board are asked to review and approve this report.

5.   Background and Governance Route to Meeting

5.1.   This report has been prepared for the Board's review and approval and has been considered by the NES Executive Team in advance of the 15 August 2024 Board meeting.

5.2. The NES Board approved the 2024/25 NES ADP **in principle** in May 2024. This in principle approval acknowledged the ongoing challenging public sector financial context and also recognised that discussions between NES / Scottish Government (SG) policy colleagues were due to take place during June and July 2024 in order to clarify NES's 2024/25 deliverable and funding position. These discussions, which were facilitated by our SG Sponsorship Team, have now concluded and an agreed 2024/25 position has been reached. Any changes to the NES 2024/25 ADP that have occurred as a result of NES / SG discussions are highlighted within the cover paper.

5.3. The draft 2024/25 NES ADP was submitted to SG for approval in early March 2024 as per SG submission requirements. NES received approval via our Sponsorship Team on 10 July 2024. The formal SG approval letter has been submitted to the Board under item 11 of the 15 August 2024 Public Board meeting agenda.

5.4. Following receipt of the SG approval letter, the 2024/25 NES ADP will be published on the [Corporate Publications](#) page of the NES website following the 15 August Public Board meeting.

6. Assessment / Key Issues

2024/25 Quarter 1 – Delivery Performance Overview

6.1. The NES 2024/25 ADP comprises 175 deliverables. The draft ADP submitted to the May 2024 Board meeting contained 176 deliverables however two deliverables have been combined into a single deliverable during the Q1 reporting window. Further detail is provided within paragraph 6.10.

6.2. Delivery performance at the end of 2024/25 Quarter 1 is summarised in Table 1a.

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

Deliverable Status	Number	Percentage
Blue – complete	1	1%
Red – significant delay	7	4%
Amber – minor delay	28	16%
Green – on track	139	79%
Total	175	

6.3.   Appendix 1 provides an overview of 2024/25 Q1 (B)RAG status. At the end of Q1, **80%** of NES deliverables have been categorised as completed or on target to be completed in line with ADP milestones. The total number of deliverables identified as either Blue or Green status at Q1 is 140 out of 175. **4%** and **16%** of deliverables are reporting significant and minor delays respectively. An overview of NES directorate RAG status at Quarter 1 is shown below in Table 1b. Further detail is provided in the following sections of the report.

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

NES Directorate / Business Area	Total 2024-25 ADP Deliverables	Blue	Red	Amber	Green
Dental	21	-	-	2	19
Finance	7	1	-	2	4
Healthcare Science	5	-	1	-	4
Medical	29	-	-	7	22
NHSS Academy, Learning and Innovation	21	-	-	3	18
NMAHP	32	-	2	8	22
NES Technology Service	9	-	1	3	5
Optometry	7	-	-	2	5
Planning & Corporate Resources	4	-	-	-	4
Pharmacy	11	-	-	-	11
Psychology	5	-	2	-	3
Social Care	5	-	-	1	4
Workforce	18	-	1	-	17
Corporate	1	-	-	-	1

2024/25 Quarter 1 – Red & Amber Deliverables

6.4.   Seven deliverables have been reported as Red (experiencing significant delay) at Q1. Further detail, including any actions being taken to mitigate delays with the aim of bringing deliverables back on track, is presented in Table 2.

6.5.   28 deliverables have been reported as Amber (minor delay) in Q1. Further detail, including the actions being taken to mitigate delays with the aim of bringing deliverables back on track, is presented in Table 3.

Table 2: Impacts and mitigations summary – Red deliverables

2024/25 Quarter 1 – Red Deliverables	
ADP ref	**Overview / Impact of Current Delays and Mitigating Actions**
Healthcare Science	
4314	As a result of the SG savings exercise which took place in early 2024, no bursaries are being awarded in 2024-25 therefore the deliverable milestones as originally articulated will not be met. This deliverable will be revisited during Quarter 2 (Q2) and updated to reflect revised milestones.
Nursing, Midwifery & Allied Health Professions (NMAHP)	
4352	In relation to the deliverable supporting the ambitions of the Infection Prevention Workforce (IPC) Strategic Plan 2022-24, the Q1 milestones have not been met as development of both the IPC Specialist and Antimicrobial Stewardship (AMS) Generalist Education Frameworks are still in progress due to workforce capacity issues. Plans are in place to progress this work at pace during Q2 to bring the deliverable to back on track.
4361	The formal launch of the Transgender Care Knowledge and Skills Framework scheduled for June 2024 has been postponed. This is due to a combination of factors: the impact of the UK general election, SG's review of gender services and internal NES capacity within the NES Technology Service and Design teams. It is hoped that the launch will instead take place in September 2024. Further information will be provided in the 2024/25 Q2 Delivery Report.
NES Technology Service (NTS)	
4669	Ongoing discussions are taking place with SG in relation to the delivery plan, milestones and overall approach for the provision of NTS technology support to the SG Digital Front Door (DFD) programme, which gives a commitment to developing a 'digital front door' for people to use a single means of access to their health and care information and to health and care services. There is a possibility that the majority of the technology support may be outsourced, however nothing has been formally confirmed. This delay is creating ongoing uncertainty within NTS regarding the directorate's overall 2024/25 workplan and in turn means that recruitment to previously identified key DFD roles cannot progress. Further information will be provided in the 2024/25 Q2 Delivery Report.
Psychology	
4650	NES Psychology work with Health Board partners to enable Educational Infrastructure networks and services in local areas. Service Level Agreements (SLAs) for 2024/25 have been drafted however these have been unable to issue during Q1 as planned as confirmation of funding is yet to be received from SG.

2024/25 Quarter 1 – Red Deliverables	
ADP ref	**Overview / Impact of Current Delays and Mitigating Actions**
	NES Psychology colleagues are engaging closely with Boards in relation to operationalising the continuation of funded services in the absence of an SG funding agreement. It is anticipated that SLAs will be able to issue during 2024/25 Q2 if an SG allocation letter is received in the early part of Q2. Further information will be provided in the 2024/25 Q2 Delivery Report.
4653	In response to the Mental Health Strategy 2017-27, NES Psychology colleagues are developing a national programme of education and training across a range of multidisciplinary, multi-sectoral areas. At the end of 2024/25 Q1, confirmation of SG funding for this work is still pending. In the absence of funding confirmation, plans are ongoing to develop educational and training resources across a programme of multi-disciplinary workstream areas. It is anticipated that work can commence in 2024/25 Q2 if an SG allocation letter is received in the early part of Q2.
Workforce	
4596	Whilst the key Q1 milestones for the deliverable supporting the Centre for Workforce Supply (CWS) have been met, discussions are ongoing regarding 2024/25 funding for CWS and its configuration which is impacting negatively on overall progress. Further information will be provided in the 2024/25 Q2 Delivery Report.

Table 3: Impacts and mitigations summary – Amber deliverables

2023/24 Quarter 4 – Amber Deliverables	
ADP Ref	**Overview / Impact of Current Delays and Mitigating Actions**
Dental	
4517	Minor changes to the format of the Dental Adults with Incapacity course structure meant that the course planned for delivery during Q1 had to be delayed. Course capacity will be increased during Quarters 2 - 4 to meet demand as a result.
4519	The introduction of new financial processes that have been implemented as a result of the contingent workforce project (new arrangements for the contracting and payment of external workers who provide services to NES on an irregular basis e.g. training delivery) has led to delays to the payment of claims from participants who attended 'Train the Trainer' Dental Vocational Training events during Q1. Colleagues within NES Dental and Finance are in the process of resolving these payment issues

and it is hoped that a new process will be developed for participants attending courses who can claim a sessional payment as they are not included within scope of the contingent worker project. |

2023/24 Quarter 4 – Amber Deliverables	
ADP Ref	**Overview / Impact of Current Delays and Mitigating Actions**
Finance	
4303	NES Procurement savings target at Q1 are currently lower than the 2024/25 target (1.8% actual v 3.25% target) however it should be noted that savings targets are not linear. In relation to the procurement target specifically, savings tend to be loaded towards the end of Quarter 3 and into Quarter 4 when finances between parties are agreed and commitments made.
4726	As a result of internal capacity issues and workload, it has not been possible to prepare a carbon emissions update for the NES estate at Q1. A detailed narrative update will be provided as part of the 2024/25 Q2 Delivery Report.
Medical	
4267	2024/25 funding for the Scottish Medical Education Research Consortium (SMERC), which is hosted within NES and focuses on research linked to Medical workforce planning, support and development, has been reduced as a result of the SG savings exercise. The group is still operational during 2024/25 and objectives for the year ahead have been agreed with the NES Medical Director.
4308	The deliverable which supports the delivery of the NES (Scotland Deanery) Quality Management (QM) / Quality Improvement Framework for postgraduate medical education in Scotland has been marked Amber at Q1. Although the number of General Medical Council Enhanced Monitoring (EM) sites has reduced from 10 to five, there are still five sites that are undergoing EM arrangements. In mitigation, an effective QM system is now in place and NES has built closer working relationships with Health Boards in relation to EM with objective and Action Plan review meetings taking place as appropriate.
4312	As a result of the recent SG savings exercise, 2024/25 SG funding for the Remote and Remote (R&R) Credential programme was not confirmed until 24 June 2024. This delay has meant that the onboarding of the first cohort of Doctors embarking on the R&R credential Recognition Route has moved to September 2024 (Q2). Further information will be provided in the 2024/25 Q2 delivery report.
4539	Ongoing discussions are taking place with SG in relation to the future funding of the General Practice Nurses (GPN) education pathway. These discussions mean that there has been a delay in advertising for the next GPN pathway cohort. Further information will be provided in the 2024/25 Q2 Delivery Report.
4544	Delivery of entry-level leadership and management training for Postgraduate Medical and Dental trainee has been affected by faculty availability during Q1, In mitigation, a new faculty member has recently been recruited which should help to increase training delivery during the rest of 2024/25.

2023/24 Quarter 4 – Amber Deliverables	
ADP Ref	**Overview / Impact of Current Delays and Mitigating Actions**
4545	This deliverable focuses on improving the retention of GPs via career advice, induction and returner programmes. Whilst eight applications received via the GP returners scheme are eligible for appointment, NES is awaiting confirmation from SG in relation to 2024/25 funding for this work. Further information will be provided in the 2024/25 Q2 Delivery Report.
4555	The development of a GP Workload Analysis Tool as part of a deliverable focusing on the development and evaluation of a hybrid education for organisational safety investigators and learning reviewers across Health Boards / the Scottish Social Services Council cannot be progressed during 2024/25 as the previous postholder has not been replaced. Other aspects of the Q1 milestone have been completed including the delivery of quality improvement (QI) training workshops and the development of QI resources for GP teams.
NHSS Academy, Learning and Innovation	
4435	The deliverable supporting the design, development and use of digital learning and knowledge resources via TURAS Learn, the national digital library and The Knowledge Network has been marked Amber at Q1 as the budget for the next tender of digital library resources is still to be confirmed. In mitigation, colleagues within the Knowledge Services team are working in partnership with NES Executive Team colleagues to agree what resources should be included in the tender and work has commenced on the Invitations to Tender paperwork. The Knowledge Services team are also awaiting a decision from the NHS Scotland Human Resources Directors group in relation to scope and requirements of the Once for Scotland statutory and mandatory training eLearning module development Further information will be provided in the 2024/25 Q2 Delivery Report.
4801	Work to support the development of a new, consistent methodology for the development of career and learning frameworks / pathways in health and social care in collaboration with partners has progressed during Q1 however the proposed staffing arrangements will take time to co-ordinate and establish. This deliverable has been marked as Amber as the completion of Q1 milestones is likely to carry on into 2024/25 Q2.
4807	The deliverable supporting the planning and delivery of the TURAS Refresh project has been marked Amber as, although the Outline Business Case has been submitted to SG as planned during Q1, the overall programme of activity is still subject to funding.

2023/24 Quarter 4 – Amber Deliverables	
ADP Ref	**Overview / Impact of Current Delays and Mitigating Actions**
NMAHP	
4329	Aspects of work planned for 2024/25 to support specialist dementia care, care home and care-at-home staff to bring about change and improvements in the delivery of dementia care are subject to funding from SG. Specifically, the Q1 milestone relating to the review of the findings and recommendations of the Dementia Specialist Improvement Leads and Dementia Champions evaluation has not yet progressed. Next steps are currently being considered and discussions with SG policy colleagues regarding NES's dementia support focus are continuing following the move of the SG dementia policy team into the SG Social Care directorate. Further information will be provided in the 2024/25 Q2 Delivery Report.
4341	The Allied Health Professions (AHP) aspect of work to support the NMAHP workforce to comply with regulatory bodies' requirements for quality practice education has been rated Amber whilst the outcomes of the NES digital prioritisation process are still in the process of being confirmed. This is specifically in relation to the development of ePADs (Electronic Practice Assessment Documents) for paramedics and physiotherapists. Further information will be provided in the 2024/25 Q2 Delivery Report.
4350	In relation to the development and maintenance of the NMAHP practice learning environment, the development of an AHP Quality Management System (QMS) has been rated as Amber as confirmation of funding is currently awaited to enable this work to progress. An options appraisal setting out potential procurement approaches for this QMS has been completed and is being reviewed by the NES NMAHP senior team.
4686	Internal staff capacity issues (long term staff absence) have delayed work supporting the use of assessment methods to monitor the effectiveness of the Infection Prevention Control (IPC) Education Strategy. Two projects planned for completion in Q1 (updating metadata on TURAS Learn and revision of user feedback questionnaires) will now be completed in Q2
4687	The development of two educational pathways for AHP Advancing Practice in priority areas is slightly behind schedule however a meeting with NES NMAHP representatives, the Chair of the Scottish Directors of AHPs (SDAHP) and SG colleagues within the Chief Nursing Officer directorate has been scheduled for 11 August 2024. This meeting will discuss a potential commission for SDAHP, NES and key stakeholders to establish a short-life working group to develop a national definition of AHP Advanced Practice and create an AHP Transforming Roles guidance paper on how to develop and support AHP Advanced Practice in Scotland.
4700	Joint work with the Mental Welfare Commission to enable the development and delivery of education and training opportunities to support the health and social care workforce in relation to the Adults with Incapacity (Scotland) Act has been delayed as confirmation of funding was not received until the end of

2023/24 Quarter 4 – Amber Deliverables	
ADP Ref	**Overview / Impact of Current Delays and Mitigating Actions**
	2024/25 Q1. Partnership working is now re-established and project plan timelines revised with the aim of bringing this work back on track.
4705	Work to support the implementation of the Recommended Summary Plan for Emergency Care and Treatment (ReSPECT) onto the National Digital Platform is slightly delayed due to an issue being identified during the scoping exercise. A decision has been taken to design a new, bespoke ReSPECT digital form that will meet the needs of the Scottish population.
NES Technology Service (NTS)	
4442	In relation to NES's role as a national centre for evidence on the health and social care workforce, quarterly workforce statistics were published as per the 2024/25 Q1 deliverable milestone however the Q1 statistics had to be released in phases due to data quality issues within the SWISS (Scottish Workforce Information Standard System) system in relation to WTE (whole-time equivalent) employee data. The initial release of quarterly workforce information focused on headcount with a second update to follow once WTE data is generated. Progress on securing eRostering data has been delayed as a result of capacity constraints however work to utilise improved eESS data (the single national approach to HR data management for NHS Scotland) is progressing.
4594	Confirmation of funding via an SG allocation letter for NES's provision of technology support of the NHS Scotland Digital Prescribing and Dispensing Pathways Programme (DPDP) has not been received in Q1. This has impacted some delivery activity including build planning and reforming the DPDP Technical Design Authority. A decision in relation to an API Manager role has also been paused whilst funding confirmation is awaited and has resulted in DPDP engineering resource being reallocated to backfill NTS absence elsewhere.
467	NTS work that supports the delivery and maintenance of the TURAS Platform has been marked as Amber at Q1 as 2024/25 NES digital prioritisation is still in the process of being confirmed. Quarterly milestones for this deliverable will be agreed once the 2024/25 digital prioritisation exercise is complete.
Optometry	
4625	Although SG funding for NES Glaucoma Award Training (NESGAT) has been secured for 2024/25, the contract for the lead supporting the next cohort of learners is still waiting to receive a contract to enable them to commence in the role. It is hoped this issue will be resolved by Q2 so NES Optometry can deliver a fourth cohort of NESGAT beginning in January 2025 as per agreement with SG.

2023/24 Quarter 4 – Amber Deliverables	
ADP Ref	**Overview / Impact of Current Delays and Mitigating Actions**
4715	Recruitment to roles supporting Continuing Professional Development (CPD) for eyecare professionals working in community optometry practices has been delayed due to delays in the agreement of associated SG funding. In mitigation, other areas of CPD delivery have been prioritised whilst funding arrangements are agreed. Work in this area will be progressed at pace as soon as capacity is in place.
Social Care	
4723	NES continues to await confirmation of funding in relation to advancing our approach to Health Equity and addressing Health Inequalities. Whilst work has been completed during Q1 support the advancement of a business case for the recruitment of a Specialist Lead for Health Inequalities, this deliverable has been marked Amber as confirmed funding arrangements are not yet known. Further information will be provided in the 2024/25 Q2 Delivery Report.

Key Achievements during Quarter 1

6.6.   There have been a number of achievements during Q1 that support the delivery of the NES 2023-26 Strategy and align directly with our strategic themes (People, Partnerships and Performance). In support of our People strategic theme:

- Over 16,000 hours of multi-format Continuing Professional Development (CPD) has been made available to the dental workforce during Q1. Engagement with partners has also taken place to help NES Dental to understand current and future workforce and population needs.

- Colleagues within the NES Bereavement team developed the 'What is the NHS Scotland Bereavement Strategic Leads and Co-ordinators Network?' animated film to support increased awareness of the network and share good practice.

- A wide range of work has been delivered during Q1 to support the health and social care workforce to transform policy into practice via the National Infection Control Prevention (IPC) and Control Manual. Achievements include the updating of all nine modules of the Decontamination of Reusable Medical Devices programme and working in partnership with one of our strategic partners (ARHAI / Antimicrobial Resistance & Healthcare Associated Infection Scotland) to strengthen synergy around the educational governance of IPC learning resources.

- Over 6,600 e-Learning completions of NES Pharmacy resources have been recording during Q, which is over 4,000 completions above the Q1 milestone target.

- Very successful 'Learning at Work' week delivered during May 2024, with over 2,800 sessions booked by NES staff and over 1,200 learning hours accrued.

6.7.   To support the delivery of our Partnerships strategic theme objectives, the following has been achieved during Quarter 1:

- NES's first ever Involving People and Communities Framework has been approved by the NES Executive Team as part of the Involving People and Communities workstream which is working establish a NES-wide approach to the ways in which we listen to people and design our work in partnership with them.

- In collaboration with NHS National Services Scotland (NSS) and ARHAI Scotland, NES's outbreak simulation training programme has received notable recognition: an [article](#) presenting the findings of the impact evaluation was published in the Journal of Hospital Infection (May 2024) and oral presentations were delivered at the NES Annual Virtual Conference (April 2024) and the NHS Scotland Event (June 2024). These achievements demonstrate the programme's success in enhancing workforce competency in managing healthcare associated infection (HAI) outbreaks and antimicrobial resistance, aligning with national health priorities.

- NES's facilitation of the United Nations Convention on the Rights of the Child (UNCRC) leads network, in support of NHS Scotland's implementation of the UNCRC (Scotland) Act (2024) has been positively received. A poll of network members revealed that 95% of members feel their knowledge and awareness has increased since NES support commenced.

- As part of our strategic collaboration with the Digital Health and Care Innovation Centre (DHI), a Mental Health-focused exploratory workshop was held in June 2024 to explore the use of XR (Extended Reality) technologies within other training and education contexts to assess transferability potential for healthcare.

6.8.   In relation to our Performance strategic theme during Q1, we achieved the following:

- The Board approved NES's first ever [Climate Emergency and Sustainability Strategy (2024-27)](#) which details our role in support NHS Scotland commitments towards net zero. The strategy outlines NES activities aimed at reducing our own direct emissions as well as embedding climate emergency and sustainability practices within education and training for the health and social care workforce.

- NES received very positive scores across all measures within our Information Commissioner's Office (ICO) Network and Information Systems (NIS) Audit results.

- A reporting dashboard and partnership definitions have been created to support the development of a consistent approach to education and innovation collaborations and partnership working.

2024/25 ADP Amendments during Quarter 1

6.9.   As per the 2023/24 ADP Delivery Reports, the Board will wish to note changes and refinements to the 2024/25 ADP as a result of ongoing changes within our operating environment and the fluid nature of certain aspects of our work. As noted in paragraph 5.2, our 2024/25 ADP was developed in the context of an ongoing challenging fiscal environment and as such, some deliverables are still subject to funding and others did not have confirmed milestones at the point of submission.

6.10.   The following amendments have been made to the 2024/25 ADP during Quarter 1 and have been reviewed and approved by the NES Executive Team.

Table 4: Amendments to 2024/25 NES ADP – Quarter 1

2024/25 ADP Ref	Amendment Detail
4525 4526 4528 Dental	Deliverables relating to the education and training of Dental Care Professionals (DCPs): milestones for deliverables 4525 and 4528 have been added and further detail has been added to the milestones of deliverable 4526.
4548 Medical	The milestones relating to the delivery of education and training for Approved Medical Practitioners (AMPs) have been amended as a result of a reduction in course demand during 2024/25. This is due to stakeholder engagement undertaken by NES during 2023/24 which has meant that more AMPs have completed their mandatory 5-yearly update training during 2023/24 than expected. The Q2, 3 and 4 milestones have been amended accordingly.
4800 NHSSA, L & I	Milestones supporting the delivery of an SG commission scoping an expanded role for NES as an apprenticeship provider have been amended as a result of delays to the confirmation of funding for this work. New milestones have been provided for Quarters 2, 3 and 4.
4611 4612 PCR	Deliverables within the Planning & Performance directorate that support the development and implementation of the NES Communications and Engagement Strategy (4611) and NES performance management approach (4612): milestones for Quarters 2, 3 and 4 have been added during Q1.

2024/25 ADP Ref	Amendment Detail
4259 4272 4273 Pharmacy	The wording of milestones for three Pharmacy deliverables have been tweaked slightly for clarity following discussions with SG in relation to funding and deliverable detail respectively.
4418 / 4599 Workforce	During Q1 it was identified that there were two deliverables within the 2024/25 NES ADP that set out similar milestones supporting the delivery of a national programme to improve the digital leadership, digital and data skills of the health and social care workforce in Scotland. It has been agreed that the two deliverables are duplicates, therefore deliverable 4599 has been closed. Quarterly updates are / will be provided via deliverable 4418.

Risk Management

6.11. The seven red deliverables reported at 2024/25 Q1 have been reviewed against the NES Corporate Risk Register. Delays reported at Q1can be broadly aligned with the impact of short-term funding (SR2), ongoing financial pressures (SR9) and staff resourcing (SR13). Mitigating actions continue to be taken and further information in relation to each of these risk areas is provided within the quarterly risk report (item 8b on the 15 August Public Board agenda).

Equality Impact Assessments (EQIA)

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

7. Recommendations

7.1. The Board is asked to approve the Quarter 1 Delivery Report and note the amendments made to the 2024/25 NES ADP.

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a) Have Educational implications been considered?

⊠ Yes

☐ No

b) Is there a budget allocated for this work?

⊠ Yes

☐ No

c) Alignment with Our Strategy 2023 – 26 People, Partnerships and Performance

☐ 1. People Objectives and Outcomes

☐ 2. Partnership Objectives and Outcomes

☒   3. Performance Objectives and Outcomes

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

        ☒   Yes
        ☐   No

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

        ☒   Yes
        ☐   No

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

        ☐   Yes
        ☒   No

g) Have you considered Emergency Climate Change and Sustainability implications as per **DL (2021) 38**?

        ☒   Yes
        ☐   No

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

        ☒   Yes
        ☐   No

AS / CBi
August 2024
NES

Annual Delivery Plan (ADP) Summary Progress Report (Quarter 1, 2024/25)

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

## Delivery Status at 30 June 2024 (Quarter 1)

- **80% of deliverables** are completed or on target to be completed in line with ADP milestones at the end of Quarter 1 (Q1) and a further **16%** progressing with minor delays.
- **4% of deliverables** are experiencing significant delay. Mitigating actions are in place to bring deliverables back on track where possible.
- The position at 2024/25 Q1 indicates a slightly higher proportion of red deliverables in comparison to previous years which is likely to be due to the challenging public sector financial environment.

Status:	Q1 24/25	Q2 24/25	Q3 24/25	Q4 24/25
Complete	1	-	-	-
On Track	139	-	-	-
Minor Delay	28	-	-	-
Significant Delay	7	-	-	-
Closed	1	-	-	-
Total Deliverables	175 (176)	-	-	-

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

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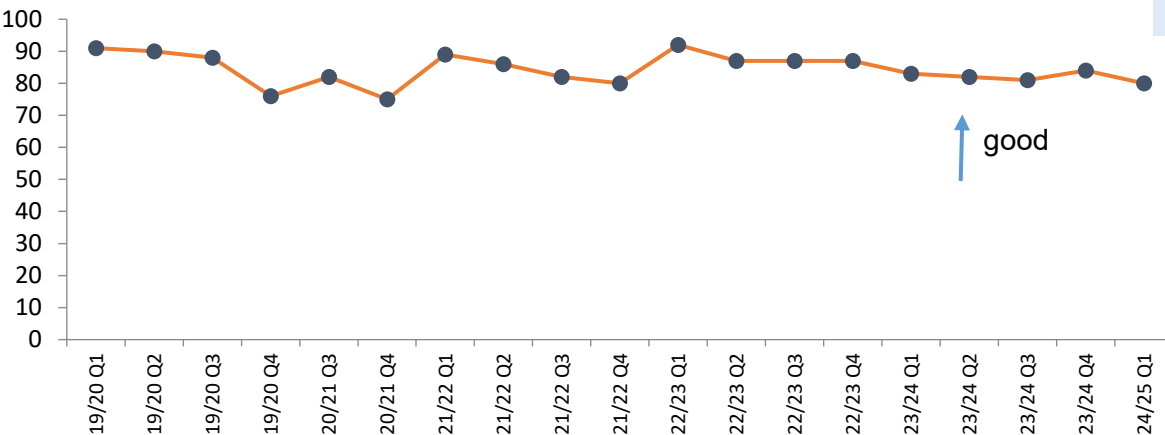
Key Achievements (Individual ADP milestone references shown in brackets)

- Over 16,000 hours of multi-format Continuing Professional Development made available to the dental workforce across Scotland. (Ref **4522**)
- NES Climate Emergency and Sustainability Strategy approved by the NES Board. (Ref **4725**)
- Launch of 'What is the NHS Scotland Bereavement Strategic Leads and Co-ordinators Network?' animated film to support increased awareness and share good practice. (Ref **4547**)
- Wide range of work delivered during Q1 supporting the health and social care workforce to transform policy into practice via the National Infection Control Prevention and Control Manual (Ref **4356**)
- Very positive scores received across all measures within NES's NIS Audit results. (Ref **4440**).
- Over 6,600 e-Learning completions of NES Pharmacy resources during Q1 (Q1 milestone target – 2,500). (Ref **4282**)
- NES's first ever 'Involving People and Communities Framework' approved (Ref **4403**)
- Dashboard and partnership definitions developed to support development of a consistent approach to education and innovation collaborations and partnership working. (Ref **4806**)
- Successful Learning at Work week delivered to NES staff in May 2024 (Ref **4419**)
- NES's support to NHS Scotland's implementation of the United Nations Convention on the Rights of the Child (Scotland) Act positively received. (Ref **4390**)
- Mental Health-focused exploratory workshop on the use of XR technologies held as part of NES / Digital and Health and Care Innovation Centre strategic collaboration. (Ref **4802**)

Delays and associated impact

Of the 7 red and 28 amber deliverables identified at 2024/25 Q1, the majority have mitigating actions in place. Progress in Quarter 2 aims to bring the majority of deliverables back on track with minimal impact.

Corporate Risks Affecting Delivery

The seven red deliverables reported have been reviewed against the NES Corporate Risk Register. Delays can be broadly aligned with the impact of short-term funding (SR2), ongoing financial pressures (SR9) and staff resourcing (SR13).

SG Recovery Driver	2024/25 ADP Deliverable Number	Directorate	Medium-Term Priority	NES Strategic Theme	NES Strategic Theme Detail	NES KPI Reference	2024/25 Deliverable Summary — Brief summary of the deliverable, outlining the intended action and what this will achieve in 2024/25.	Q1 Milestones — What you intend to have achieved by Q1	Q2 Milestones — What you intend to have achieved by Q2	Q3 Milestones — What you intend to have achieved by Q3	Q4 Milestones — What you intend to have achieved by Q4	Q1 RAG Status	Progress in Q1
8. Workforce	4508	Dental	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI22 - Net Promoter Score for stakeholders who rate themselves likely to recommend NES to colleagues and associates	QM (Quality Management) Framework that maintains training delivery to regulatory standards. Provide support to monitor compliance with the conditions of the Dental Undergraduate Bursary Scheme (DUBS) in collaboration with Student Awards Agency Scotland (SAAS) and Scottish Government.	Dental Trainee Survey for 2024 undertaken. Any identified QM activities completed	Any identified QM activities completed	Data gathering and reporting by Training programme Directors and Health Board Directors of Dentistry. Scoping of any QM activiesi identified for remainder of Q3 2024 and Q1 2025	Delivery of any identified QM activities	Green	Undergraduate placement and postgraduate training reviews undertaken. Postgraduate dental trainee survey currently live.
1. Primary and Community Care	4509	Dental	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI15b - Employee Engagement Index - Dentists in Training	Provision of educational opportunities for undergraduate students and free dental healthcare services to the general public. Outreach Programme supports BDS (Bachelor of Dental Surgery) students from the Glasgow, Dundee and Aberdeen universities and BSc students from the Univeristy of Highlands and Islands (UHI) and Glasgow Caledonian University (GCU) in placements across Scotland.	Periodic Performance Reporting to ensure delivery of requirements and within budget	Periodic Performance Reporting to ensure delivery of requirements and within budget	Periodic Performance Reporting to ensure delivery of requirements and within budget	Periodic Performance Reporting to ensure delivery of requirements and within budget	Green	Tripartite work between NES, Universities, and Health Boards who take undergraduate students on placement ongoing. Various centres where these students undertake their placements have been reviewed to General Dental Council (GDC) Standards for Education and have met the regulator's requirements.
8. Workforce	4511	Dental	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI13b - Dental Funded trainee placements - Fill rate	Provision of Dental Additional Costs of Teaching (ACT) funding to three Health Boards (NHS Greater Glasgow & Clyde, NHS Grampian and NHS Tayside), as well as funding undergraduate dental provision in the Aberdeen Dental School (University of Aberdeen).	Periodic Performance Reporting to ensure delivery of requirements and within budget	Periodic Performance Reporting to ensure delivery of requirements and within budget	Periodic Performance Reporting to ensure delivery of requirements and within budget	Distribute Dental ACT to 3 health boards.	Green	Recipient Health Boards have been advised of initial indicative funding for 2024-25, based on previous year funding levels. Based on the experience of previous years, actual funding for 2024-25 is not likely to be confirmed by Scottish Government until later in the 2024-25 year.
8. Workforce	4513	Dental	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI36 - Projected variance of budgeting within 0.5% at year end	Subject to funding - Dental Additional Costs of Teaching (ACT) Levy. Collection of overseas student income from the universities of Dundee & Glasgow. Scottish Government approved expenditure funded by levy income.	N/A	Identify relevant numbers of overseas students at the three BDS provider universities who are required to pay the annual ACT Levy and advise NES Finance to enable them to invoice universities for payment	N/A	N/A	Green	Student numbers, including the split for those overseas who are subject to the ACT Levy will be formally confirmed in August / September 2024 once university matriculation processes are completed.
1. Primary and Community Care	4514	Dental	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI14b - Dental Funded trainee placements - Completion rate	Up to 90 Dental Core and up to 40 Specialty post Certificate of Completion of Specialist Training (CCST) trainees achieving the learning outcomes of the relevant curricula to the GDC (General Dental Council) standards per annum.	Undertake Review of Competence Progression (RCP) for all current Dental Core Trainees and Specialty Trainees and issue appropriate outcomes to trainees for 2023/2024 training year. Undertake national and local recruitment for posts commencing in September 2024.	Monitor progress of all trainees and review and monitor any the outcome of recruitment processes to try and fill any vacancies.	No formal reviews for Dental Core Trainees will take place. Continue with RCPs for Specialty Trainees.	Deliver up to 90 dental core and up to 40 speciality certificates of completion to dental trainees.	Green	96.15% of Dental Core Trainees (DCTs) received satisfactory outcomes to date with others' progress being reviewed in July 2024. The current 2023/24 DCT posts have filled at 87% via National recruitment and commenced in September 2023. National recruitment for 2024/25 posts commencing in September 2024 took place in May 2024, with local Dental Post-Core Fellowship recruitment taking place in June 2024. Overall 86% of posts are currently accepted. Two specialty trainees (STs) were signed off to receive their CCST in July 2024 during the RCPs undertaken for three dental specialties in Quarter 1. National and local recruitment to ST posts has commenced for September 2024 intakes with five specialties being recruited to - all posts currently accepted.
1. Primary and Community Care	4515	Dental	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI10 – %age of workforce accessing learning products	Deliver oral health improvement training through 6 module Childsmile courses. Provide a range of Childsmile development sessions to meet the training needs of Childsmile staff in Health Boards to support oral health improvement programmes and reduce health inequalities including the provision of 2 Special Smiles sessions for up to 20 learners. For older people health improvement programmes support the delivery of Caring for Smiles training. For other Adult oral health improvement programmes deliver training events twice per year. All oral health improvement programmes will include the provision of Open Badges for use as continuous learning and development for health and social care staff.	Deliver 1 cohort of the 6 module Childsmile course, 2 cohorts of 2 module update and 2 development session.	Deliver 1 cohort of the 6 module Childsmile course and 1 cohort of 2 module update	Deliver 1 cohorts of the 6 module childsmile course, 1 cohort of 2 module update; 1 cohort of Special Smiles Training and 3 development sessions. Deliver 1 training event for Adult Oral Health in conjunction with partners.	Deliver 1 cohort of the 6 module childsmile course, 1 cohort of 2 module update, 1 development session and 1 for Special Smiles Training. Deliver 1 training event for Adult Oral Health in conjunction with partners. Total during 24/25 have Delivered: 4 cohorts of Childsmile 6 module courses, 5 cohorts of the 2 module updates, 2 Special Smiles training and 6 development sessions. Two training events delivered for Adult oral health in conjunction with partners.	Green	One cohort of the 6-module Childsmile course took place with eight Dental Nurses (DN) and five Dental Health Support workers (DHSW) attending. 7 DNs also completed the fluoride varnish training. One 2-module update course took place with 12 DNs and 5 DHSWs attending. The second course was cancelled due to low demand with participants being offered places in Quarter 2 instead. One development session took place with 9 DNs and 6 DHSWs attending. The training offered has met existing Health Board demand. 163 learners have undertaken the foundation level training for Caring for Smiles with 90 learners completing the foundation level qualification and one completing the intermediate qualification. One online training event for Adult Oral Health Improvement took place with 56 learners attending. 28 learners have completed Open Badges during Quarter 1.
8. Workforce	4517	Dental	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI10 – %age of workforce accessing learning products	Provide places for General Dental Practitioners (GDPs): up to four cohorts of 15 in Adults with Incapacity; up to two cohorts of 20 in Enhanced Skills Practitioner Domiciliary Care.	Deliver 1 Adults with Incapacity course for up to 15 learners.	Deliver 1 Adults with Incapacity course for up to 15 learners	Deliver 1 Adults with Incapacity course for up to 15 learners; 1 Enhanced Skills Practitioner Domiciliary Care Course for up to 20.	Provided places for up to: 4 cohorts of 15 in Adults with Incapacity; 2 cohorts of 20 in Enhanced Skills Practitioner.	Amber	From 2023/24 courses, two learners have successfully completed all elements of the training to be able to sign Section 47 (required when a patient requires health care and is unable to consent) certificates in Quarter 1. Following the publication of the NMAHP and Mental Welfare Commission Adults with Incapacity (AWI) online module, the delivery of the AWI course planned in Quarter 1 was delayed as a result of restructuring the existing training to include use of a NES online resource. Course capacity during Quarters 2 - 4 will be increased to meet demand as a result. Scoping has taken place for required places for the Enhanced Skills Practitioner Domiciliary Care Course with plans to commence by Quarter 3.
1. Primary and Community Care	4518	Dental	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI10 – %age of workforce accessing learning products	Provide educational activities for Vocational Dental Practitioners for academic year, equivalent to minimum 25 study days for each of the 15 schemes of approx 10-12 Vocational Trainees. 100% of Vocational Dental Practitioners to be assessed throughout training and considered for satisfactory completion at National Review Panels in June/July each year, or through pre-screening processes.	Delivery of at least 25 study days for each Vocational Dental Practitioner (VDP) for 2023-24 training year before National Review Panel. National Review Panel to take place on 12th June 2024 to consider 100% of VDPs for satisfactory completion from 2023-24 training year. Allocate all matched Dental Vocational Trainees and Trainer pairs to schemes. All Trainers invited to attend local Induction days. Advisers to compile study day programmes for VDPs commencing on 1st August 2024.	Complete training year for 2023-24 Vocational Dental Practitioners (VDPs) who have obtained satisfactory completion following National Review Panel in June 2024. 100% of 2024-25 training year VDPs to undertake induction.	Maintain attendance at Educational activities by Vocational Dental Practitioners for each of the 15 schemes to ensure on target to complete at least 25 study days by June 2025.	Educational activities for Vocational Dental Practitioners (VDPs) to continue with at least 25 study days on target to be completed for each of the 15 schemes by the National Review Panel (NRP) date in June 2025. 100% of DVTs in post to be considered for satisfactory completion of training in June 2025.	Green	At least 25 study days have been delivered for each Vocational Dental Practitioner (VDP) for the 2023/24 training year. The national review panel (NRP) took place in June 2024 with 146 (96.7%) of VDPs gaining satisfactory completion of training. Additional NRP will take place in July 2024 to review 2 VDPs who had outstanding conditions to meet. One VDP was not reviewed due to maternity leave. 2 VDPs were offered additional training time from August 2024 from between 6 and 12 months. Dental Vocational Training matching took place during Quarter 1 with 144 places currently matched. 22 Trainers failed to obtain a VDP for 2024/25 due to a number of VDP applicants from Scottish Dental Schools choosing not to take up a training post in Scotland. As a result of matching, scheme sizes vary due to the geographical distribution of matched trainers.
1. Primary and Community Care	4519	Dental	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI10 – %age of workforce accessing learning products	Subject to funding - sessional fees to provide a preparatory Train the Trainer programme (START) for 100% of new Dental Vocational Trainers appointed for 'training' year 2024-25. Reimburse (via payroll) Dental Vocational trainees working in remote areas with the recruitment and retention allowance in line with Determination XIII in the Statement of Dental Remuneration.	Delivery days 1 & 2 of the START course in April and June 2024 to all new Dental Vocational Trainers and ensure applications for the sessional fees are submitted within a 3 month period.	Deliver day 3 of the START Course in July 2024 for all new Dental Vocational Trainers and ensure applications for sessional fees are submitted within a 3 month period. Identify all eligible Vocational Trainers for the recruitment and retention allowance and ensure applications are submitted and processed to NES finance.	Deliver day 4 of the START course in October 2024 for all new Dental Vocational Trainers and ensure applications for the sessional fees are submitted within a 3 month period.	Ensure all sessional fees are submitted from new Dental Vocational Trainers for START course.	Amber	Two cohorts of days 1, 2 and 3 of the START course have been delivered for all new Dental Vocational Trainers for the 2024/25 training year with 47participants attending. Despite the timeous submission of claims, changes to financial processes that have been implemented as a result of the contingent worker project (contracting and payment arrangements for external, irregular workers who for provide services to NES) have currently prevented payments to participants attending this training during Q1 (since 1 April 2024). Colleagues from NES Finance and Dental are in the process of resolving these issues and it is hoped that a new process will be developed for participants attending courses who can claim a sessional payment as they are not included within scope of the contingent workers project.
1. Primary and Community Care	4520	Dental	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI13b - Dental Funded trainee placements - Fill rate	Administration of Dental Vocational Training (DVT) recruitment process and standardised training programme to help recently qualified dentists make the transition from undergraduate teaching to independent practice. Recruitment to at least match Scottish Dental School output for 2024.	Recruited Trainers to more than match the Scottish Dental School output. Visitation and match to posts will take place May- June 2024.	Invite applications from Dental Students and others for 2025-26 training.	Open trainer applications to recruit sufficient trainers for the 2025-26 Scottish Dental School training output	Recruit to Dental vocational Training in Scotland to match Scottish Dental school output. Trainer review and recruitment for 2025-26 cohort.	Green	Trainer recruitment took place with 242 applications received and 166 applicants progressing to the visitation process. This matched the Scottish Dental School output for 2024. 144 trainers were successful in matching with a Vocational Dental Practitioner (VDP). 22 training posts remain unfilled for 2024/25 due to a number of VDP applicants from Scottish Dental Schools choosing not to take up a training post in Scotland.
1. Primary and Community Care	4522	Dental	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI10 – %age of workforce accessing learning products	Deliver Continuing Professional Development (CPD) designed to improve access to and the quality of dental care across Scotland. Develop partnerships to proactively identify service and workforce development needs prior to developing future focused learner pathways.	Offer up to 15,000 hours Q1 and Q2 increasing Q3 and Q4. Identify and engage appropriate partners to recognise and prioritise service, poplation and workforce needs in Q1 and Q2	Offer up to 15,000 hours Q1 and Q2 increasing Q3 and Q4. Identify and engage appropriate partners to recognise and prioritise service, poplation and workforce needs in Q1 and Q2	Offer up to 15,000 hours Q1 and Q2 increasing Q3 and Q4. Agree strategy and operational plan to meet needs identified in Q3 and Q4.	Offer up to 15,000 hours Q1 and Q2 increasing Q3 and Q4. Agree strategy and operational plan to meet needs identified in Q3 and Q4.	Green	We have delivered multi-format CPD (16,038 hours made available) to the dental workforce across Scotland. We have identified and engaged with relevant partners (Directors of Dentistry), to help us understand workforce and population needs.

SG Recovery Driver	2024/25 ADP Deliverable Number	Directorate	Medium-Term Priority	NES Strategic Theme	NES Strategic Theme Detail	NES KPI Reference	2024/25 Deliverable Summary Brief summary of the deliverable, outlining the intended action and what this will achieve in 2024/25.	Q1 Milestones What you intend to have achieved by Q1	Q2 Milestones What you intend to have achieved by Q2	Q3 Milestones What you intend to have achieved by Q3	Q4 Milestones What you intend to have achieved by Q4	Q1 RAG Status	Progress in Q1
1. Primary and Community Care	4523	Dental	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI11 – %age learners reporting that learning will improve practice	Continue to refine the current model for the NEST (New to Scotland Education Support Training) programme - a flexible and adaptive programme for remediation and bespoke training and support. Including a modular Mandatory Training programme to be run four times per year. Continue to support registrants with PDPs (Personal Development Plans) using the expertise from a pool of trained Mentors. Continue to provide support and advice to registrants to enable them to safely return to the workforce after a career break.	Deliver Mandatory training quarterly with a minimum of 30 places. Review quality framework for NEST in collaboration with other directorates. Deliver mentoring refresher course for NEST mentors and continue to provide advice and support to registrants returning to work on a supply and demand basis.	Deliver Mandatory training quarterly with a minimum of 30 places. Review quality framework for NEST in collaboration with other directorates. Deliver mentoring refresher course for NEST mentors and continue to provide advice and support to registrants returning to work on a supply and demand basis.	Deliver Mandatory training quarterly with a minimum of 30 places. Review quality framework for NEST in collaboration with other directorates. Deliver mentoring refresher course for NEST mentors and continue to provide advice and support to registrants returning to work on a supply and demand basis.	Deliver Mandatory training quarterly with a minimum of 30 places. Review quality framework for NEST in collaboration with other directorates. Deliver mentoring refresher course for NEST mentors and continue to provide advice and support to registrants returning to work on a supply and demand basis.	Green	Mandatory Training course scheduled for 2024/25 Quarter 1 ran on 9 & 10 May 2024 with 56 participants.
1. Primary and Community Care	4524	Dental	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI11 – %age learners reporting that learning will improve practice	Collaborate with Scottish Government to develop, deliver and certify the statutory requirements for the Quality Improvement (QI) Cycle 22/25. Quality Assure the standard of QI Projects submitted to the QI Hub for statutory requirements in Vocational Training and Mandatory Training and any other areas which may be added including previous QI cycle catch up. To drive internal efficiency, sustainability and affordability we will apply QI Methodology to the Dental Workforce Development (DWD) workstream to deliver on the NES strategy.	Q1 we will deliver the resource for the QI Cycle 22-25;Q1 and Q2 we will identify areas to improve internal efficiencies across the workstream. Q1-Q4 QA standard of QI projects as they are submitted.	Q1 and Q2 we will identify areas to improve internal efficiencies across the workstream. Q1-Q4 QA standard of QI projects as they are submitted.	Q3 & Q4 deliver QI projects to improve our performance. Q1-Q4 QA standard of QI projects as they are submitted.	Q3 & Q4 deliver QI projects to improve our performance. Q1-Q4 QA standard of QI projects as they are submitted.	Green	During 2024/25 Quarter 1, we hosted the latest QI cycle on the TURAS platform, supporting dental teams to meet their statutory requirements. The Quality Assurance of QI projects remains ongoing throughout this quarter. Potential internal QI projects have been identified and are currently at the prioritisation stages.
1. Primary and Community Care	4525	Dental	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI30 - Number of NES programmes of education and training which are SCQF credit rated	Lead and manage the Scottish Qualifications Authority (SQA) Centre Approval status held by NES in line with SQA Quality Assurance criteria. As appointed Head of Centre, provide leadership within the organisation towards a collaborative 'Once for NES' approach in all SQA provision, with consistent internal high-quality processes aligned to SQA Quality Assurance criteria. This will enable NES to provide a wide range of SQA accredited education and training provision that meets the needs of the health and care workforce.	Lead and manage the SQA Centre in line with SQA Quality Assurance criteria and provide support and guidance to colleagues in the preparation for External Verification QA visits.	Lead and manage the SQA Centre in line with SQA Quality Assurance criteria and provide support and guidance to colleagues in the preparation for External Verification QA visits.	Lead and manage the SQA Centre in line with SQA Quality Assurance criteria and provide support to colleagues.	Lead and manage the SQA Centre in line with SQA Quality Assurance criteria and provide support to colleagues. Undertake the Customised Award Monitoring Process for Assessors and Internal Verifiers of Customised Awards (NMAHP, Optometry and Psychology).	Green	External Verification Quality Assurance conducted by SQA during Q1 sampling a total of 7 SQA qualification programmes delivered by the following NES directorates: Dental (3), NMAHP (Family Nurse Partnership) (1), Optometry (1) and Psychology (2). All QA outcomes RAG rated Green across all programmes and a total of 14 areas of Good Practice were identified across the programmes.
1. Primary and Community Care	4526	Dental	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI11 – %age learners reporting that learning will improve practice	Provide access for up to eight registered Dental Care Professionals (DCPs) to upskill and be registered as an Orthodontic Therapist (OT) and support high quality frontline care.	Complete recruitment and commence OT programme that begins with the four week core programme and provide an induction programme for Trainers on Educational Supervision.	Delivery and assessment of programme via online and inperson study days. Review and monitor trainee progression. Participation in GDC QA Inspection of the RCSEd Diploma in OT.	Delivery and assessment of programme via online and inperson study days. Review and monitor trainee progression.	Delivery and assessment of programme via online and inperson study days. Review and monitor trainee progression. Facilitation of internal gateway examination to determine access for RCSEd Diploma in OT summative assessment.	Green	10 trainees commenced the 2024-25 Orthodeontic Therapist programme in Q1 and 100% successfully completed the initial four week core programme. This cohort includes four trainees employed in rural NHS Scotland Boards on an extended training period. A Transition Action Plan has been submitted to the General Dental Council (GDC) to align the OT programe to the new Safe Practitioner Framework by 2025. Submission of evidence for Royal College of Surgeons of Edinburgh (RCSEd) as part of the GDC Standards of Education inspection of the RCSEd Diploma in Orthodontic Therapy qualification.
1. Primary and Community Care	4527	Dental	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI11 – %age learners reporting that learning will improve practice	Provide access for new trainee dental nurses to undertake the NES Dental Nurse Induction online learning programme via TURAS. This includes four modules and a knowledge check that will complement a trainee's workplace induction and provide access to flexible learning resources to support and equip trainees with knowledge and skills to work safely within the team to provide high quality patient care and support professionalism in education across health and social care, with a particular focus on digitally enabled learning.	Provide educational resources to support new trainee dental nurses through access to an online Dental nurse induction learning programme to inform safe working practices.	Provide educational resources to support new trainee dental nurses through access to an online Dental nurse induction learning programme to inform safe working practices.	Provide educational resources to support new trainee dental nurses through access to an online Dental nurse induction learning programme to inform safe working practices.	Provide educational resources to support new trainee dental nurses through access to an online Dental nurse induction learning programme to inform safe working practices.	Green	43 individuals accessed the TURAS Dental Nurse Induction online learning programme during Quarter 1, with 37 learners completed to date.
1. Primary and Community Care	4528	Dental	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI13b - Dental Funded trainee placements - Fill rate	Provide access for up to 75 places for trainee dental nurses to undertake a blended learning pre registration programme to achieve the Modern Apprenticeship (MA) in Dental Nursing which includes the SQA (Scottish Qualifications Authority) Scottish Vocational Qualification & Professional Development Award in Dental Nursing qualifications in order to gain registration with the General Dental Council. The MA programme must meet requirements of Awarding Body (SQA) and funding body (Skills Development Scotland / SDS).	Delivery and assessment of 23-24 cohort programme via online and inperson study days. Review and monitor trainee progression. Review planning for the launch of the new application process for 24-25 cohort launching in Q2. Participation in SQA External Verification and SDS Compliance Processes.	Delivery and assessment of 23-24 cohort programme via online and inperson study days. Review and monitor trainee progression. Review planning for the launch of the new application process for 24-25 cohort launching in Q2 and up to 75 allocate trainee places. Participation in SQA External Verification	Support the trainee progression (23-24 cohort) to successful completion of the MA in Dental Nursing. Undertake end of Programme evaluation with stakeholders. Commence the 24-25 cohort via the Initial Assessment and Learning Plans and Induction processes to the MA Programme. Delivery and assessment of the programme via online and inperson study days. Review and monitor trainee progression.	Delivery and assessment of the programme via online and inperson study days. Review and monitor trainee progression.	Green	66 trainee Dental Nurses are currently undertaking the Modern Apprenticeship (MA) in Dental Nursing which is due to complete in Quarter 3. 1 learner has left the course during Quarter 1. 75 places have been made available across five sites for the next cohort commencing in Quarter 2, of which 65 are MA funded places. A minimum of 20 places within the 2024-25 programme have been prioritised for training posts where the employer is an NHS Scotland Board on an appointed NES Vocational Training Practice, subject to meeting all programme requirements. The provision of two different blended learning models of delivery for 2024-25uarter 2. Skills Development Scotland (SDS) Compliance Process conducted in Quarter 1 and RAG Rating outcomes of Green achieved. Partnership working with stakeholders is currently being undertaken to develop the Transition Action Plan to align the SVQ (Scottish Vocational Qualification) and PDA (Professional Development Award) in Dental Nursing qualifications to the General Dental Council (GDC) Safe Practitioner Framework.
1. Primary and Community Care	4529	Dental	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	Operational	Develop and publish resources and guidance in accordance with Scottish Dental Clinical Effectiveness Programme (SDCEP) schedule to support the dental priorities as required. Online resources available to support the dental workforce.	The Guidance has already been formally launched to the Dental Profession without a platform.	TBC	TBC	TBC	Green	Instrument decontamination guidance (SHTM 01-05), developed by Health Facilities Scotland (HFS) in collaboration with Scottish Dental Clinical Effectiveness (SDCEP) published in April 2024. Drug Prescribing guidance updated to align with latest British National Formulary (BNF) in May 2024. Group convened to consider changes to the dental caries in children guidance. Met in May 2024. Supporting tools added to the periodontal care guidance website in May 2024. Scoping for guidance on oral health management of oncology patients is ongoing.
1. Primary and Community Care	4530	Dental	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI10 - %age of workforce accessing learning products	Provision of Practice Support Manual to provide up-to-date advice for dental practices undergoing practice inspection for delivery of the Scottish Government's Dental Quality Improvement Programme.	TBC	TBC	TBC	TBC	Green	Management of Decontamination in Dental Practice content and templates updated to align with new SHTM 01-05 guidance.
1. Primary and Community Care	4558	Dental	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI14b - Dental Funded trainee placements - Completion rate	Provide resources to support trainee progression for 90 dental core trainees and 40 specialty trainees including educational programmes, study leave, quality management and educational supervision.	Undertake Review of Competence Progression (RCP) for all current Dental Core Trainees and Specialty Trainees and issue appropriate outcomes to trainees for 2024/2025 training year. Undertake national and local recruitment for posts commencing in September 2024.	Monitor progress of all trainees and monitor any the outcome of recruitment processes to try and fill any vacancies.	No formal reviews for Dental Core Trainees will take place. Continue with RCPs for Specialty Trainees.	Deliver up to 90 dental core and up to 40 speciality certificates of completion to dental trainees.	Green	During Quarter 1, educational programmes have been delivered appropriate to all grades of Dental Core Trainees (DCT). This included an internal DCT conference in June 2024 with engagement in these forming part of the progress reviews which 96.15% of DCTs have received an overall satisfactory outcome with others progress being reviewed in July 2024. For DCT and Specialty Trainees, NES-delivered educational programmes are supported through a study leave budget with additional opportunities to apply for study leave and budget for external courses which support other educational activities.
8. Workforce	4725	Dental	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI11 – %age learners reporting that learning will improve practice	To develop the workforce and improve patient access to care we will provide intravenous and inhalational sedation courses using a blended learning format for General Dental Service (GDS) and Public Dental Service (PDS) dentists in line with the Scottish Dental Clinical Effectiveness Programme (SDCEP) / e Intercollegiate Advisory Committee for Sedation in Dentistry (IACSD) guidance / standards. We will review and reform the delivery of sedation education and training as part of quality improvement within the directorate.	Deliver these courses on a supply and demand basis over the course of 2024-25.	Deliver these courses on a supply and demand basis over the course of 2024-25.	Deliver these courses on a supply and demand basis over the course of 2024-25.	Deliver these courses on a supply and demand basis over the course of 2024-25.	Green	15 dentists completed Intravenous (IV) sedation training taught course delivered in May 2024. A review of sedation provision is underway.
8. Workforce	4301	Finance	Internal efficiency, sustainability & affordability	Performance	Maximise NES's efficiency and demonstrate best value	SKPI36 - Projected variance of budgeting within 0.5% at year end	Develop a robust, balanced three year financial plan from 2024/25 (value c£600m per annum) as part of the Medium Term Operational Plan working closely with Planning and Directorates to ensure budgets are realistic, required savings are identified and activities demonstrate value for money. This enables the organisation to fulfil its strategic and national objectives within agreed funding envelopes.	N/A	Work with Planning to develop and distribute guidance for Op planning process to all Directorates.	All Op plan meetings held and Directorate plans reviewed and consolidated and compared to anticipated SG funding.	Draft 3 year Financial Plan approved by Board and meet SG submission deadlines by the end of Q4.	Green	No milestone for 2024/25 Quarter 1 - detailed narrative update to be provided at Quarter 2.
8. Workforce	4303	Finance	Internal efficiency, sustainability & affordability	Performance	Maximise NES's efficiency and demonstrate best value	SKPI36 - Projected variance of budgeting within 0.5% at year end	Improved and optimised procurement to ensure we receive goods and services at the best price, quality and on time, and deliver savings target of 3.25% on addressable spend (average £22mn p.a.)				Deliver savings of 3.25% on addressable spend.	Amber	At Quarter 1, actual versus procurement target currently 1.8% v 3.25% however it should be noted that savings are not linear and tend to be loaded towards the end of Quarter 3 into Quarter 4 when finance is agreed and commitment made.
8. Workforce	4306	Finance	Internal efficiency, sustainability & affordability	Performance	Maximise NES's efficiency and demonstrate best value	SKPI36 - Projected variance of budgeting within 0.5% at year end	Ensure annual accounts and supplementary returns for 2023/24 are signed and submitted to deadline and in line with Scottish Government reporting requirements as stated within the Scottish Public Finance Manual and NHS Annual Report and Accounts Manual.	Annual Report and Accounts for 2023/24 approved by the Board and submitted to Scottish Government by 30th June 2024.			Deliver 2024/25 Annual Accounts timetable by end of Feb 2024.	Blue	The 2023/24 Annual Report and Accounts were approved at the Board Meeting dated 27 June 2024 and associated supplementary returns were delivered to Scottish Government to deadline.
8. Workforce	4406	Finance (incl PFM)	Internal efficiency, sustainability & affordability	Performance	Maximise NES's efficiency and demonstrate best value	Operational	Complete a strategic review of the property requirements in three locations where there are lease events either by virtue of lease expiry or other requirement for change. This includes 2Central Quay (Glasgow), Centre for Health Science (Inverness) and Ninewells (Dundee). NES Property & Facilities Management (PFM) team to lead on the project management and delivery of solutions including possible relocations and / or refurbishment of options within these locations ensuring that work is delivered on-time and in line with the requirements of the Scottish Government. Ensure property solution that is fit-for-purpose, delivered on time and on budget at Glasgow, Inverness and Ninewells, ensuring the smooth transfer of operations where appropriate.	Options identified for Dundee (Ninewells) and Inverness and plans in place to move in line with the timescales and legal obligations in place.	Moves and changes completed in Dundee and Inverness. Glasgow project fit-out works underway, and NTQ served to vacate 2CQ in line with existing lease obligations.	Fully operational from 177 Bothwell Street, Dundee and a refurbished reduced footprint in Inverness.	TBC or N/A	Green	The office move from Ninewells to Frankland Building (Dundee) was completed on 3 July 2024. The existing NES office space at Inverness has been reduced with partitioning works to create a reduced footprint at Inverness commencing 26 July 2024. Staff have been provided with a number of design options to consider to reconfigure the retained space to create a refreshed environment. A fit-out contractor has been appointed to undertake works to fit-out the NES office space at No 177 Bothwell Street (Glasgow) following a tender process.

SG Recovery Driver	2024/25 ADP Deliverable Number	Directorate	Medium-Term Priority	NES Strategic Theme	NES Strategic Theme Detail	NES KPI Reference	2024/25 Deliverable Summary — Brief summary of the deliverable, outlining the intended action and what this will achieve in 2024/25.	Q1 Milestones — What you intend to have achieved by Q1	Q2 Milestones — What you intend to have achieved by Q2	Q3 Milestones — What you intend to have achieved by Q3	Q4 Milestones — What you intend to have achieved by Q4	Q1 RAG Status	Progress in Q1
10. Climate	4725	Finance	Internal efficiency, sustainability & affordability	Performance	Strengthen organisational focus on sustainability and climate change to reduce carbon emissions	SKPI34 & SKPI 35 (CO2 Emissions Estates / Staff / Travel)	Approval and initial implementation of NES Climate Change Emergency and Sustainability Strategy.	Strategy finalisation and approval	Initial strategy implementation	Strategy implementation	Strategy implementation	Green	The NES Climate Emergency and Sustainability strategy (2024-27) was approved by the NES Board on 23 May 2024. Associated comms are being prepared to support the launch of the strategy to NES staff.
10. Climate	4726	Finance	Internal efficiency, sustainability & affordability	Performance	Strengthen organisational focus on sustainability and climate change to reduce carbon emissions	SKPI34 & SKPI 35 (CO2 Emissions Estates / Staff / Travel)	5% reduction in direct carbon emissions across NES estate (buildings / travel / waste management).	Quarterly measurement and reporting using available data.	Quarterly measurement and reporting using available data.	Quarterly measurement and reporting using available data.	Quarterly measurement and reporting using available data.	Amber	Detailed update regarding carbon emissions across the NES estate to be provided at Q2.
10. Climate	4727	Finance	Internal efficiency, sustainability & affordability	Performance	Strengthen organisational focus on sustainability and climate change to reduce carbon emissions	SKPI34 & SKPI 35 (CO2 Emissions Estates / Staff / Travel)	Development of consistent approach to climate change and sustainability awareness in NES education and training programmes.	Work to be taken forward by NES Climate Change Emergency & Sustainability Clinical Sub Group	Work to be taken forward by NES Climate Change Emergency & Sustainability Clinical Sub Group	Work to be taken forward by NES Climate Change Emergency & Sustainability Clinical Sub Group	Work to be taken forward by NES Climate Change Emergency & Sustainability Clinical Sub Group	Green	Sharing of Climate Change Emergency and Sustainability information acrosss clinical disciplines during Quarter 1. Ongoing commitment to virtual recruitment. National Climate Change and Sustainability TURAS e-learning module promoted across NES clinical networks.
8. Workforce	4313	Healthcare Science	Education, training & workforce development	Partnerships	Build capability around workforce supply	SKPI10 – %age of workforce accessing learning products	Commissioning, recruitment and support to 18-25 Clinical Scientist posts per year (to key specialties hosted by NHS Boards), to ensure the ongoing supply of Postgraduate Clinical Scientists via the 'Training-Grade' pathway.	SLAs for 2024 intake issued and recruitment underway fro September 2024 start. 24 posts anticipated.	Anticipate collation of demand scoping (intake 2025) and likely affordability to estimate training post numbers	Intake of 2024 cohort complete. Engagement with new trainees / welcome. TURAS TPM / QA monitoring initated	Ready SLA / allocations for 2025 intake. Ongoing monitoring 2024 intake.	Green	Recruitment progressing as planned. No concerns at this stage. Trainees expected to commence as planned in September 2024.
8. Workforce	4314	Healthcare Science	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI10 – %age of workforce accessing learning products	Provide 25-35 training grants (bursary) to specialist Healthcare Science practitioners, support equivalence registration fees for Clinical Scientists and Biomedical Scientist assistants to ensure the ongoing supply of registerable Healthcare Science staff.	Completion of Assessment process for awards. Promotion of equivalence support.	Finalise and issue of awards / grants. Incorporate new trainees into our postgraduate scientist community and quality monitor progress. Promotion of equivalence support	Ongoing monitoring / engagement with our wider CPD support for these new postgraduates. Promotion of equivalence support	Provide 25-35 training grants to healthcare scientists. Promotion of equivalence support	Red	As a result of the Scottish Government savings exercise which took place in early 2024 (in response to the challenging public sector financial environment), no bursaries are being awarded in 2024-25 therefore the original deliverable target will not be met. The Healthcare Science postgraduate bursary programme formed part of this overall saving to implement the required reduction in bursary activity.

NES Healthcare Science may be able to support some clinical scientist 'equivalence' fee applications later in 2024-25 and we are continuing to support Biomedical Science assistant practitioners with their degree transcript assessments which are relatively low cost. |
8. Workforce	4315	Healthcare Science	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI10 – %age of workforce accessing learning products	Provide training to meet workforce demands for Cardiac Physiology (13 trainees 1-off cohort 2022).	Satisfactory completions of ARCPs to previous quarter, update of training planning, and closure of any delays to progression reports	Monitor	Monitor/ Survey initiated	ARCP Completions	Green	Cohort progressing as planned during Quarter 1. No major concerns regarding the progress of this deliverable.
8. Workforce	4316	Healthcare Science	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI10 – %age of workforce accessing learning products	Provide training to meet workforce demands for pre-registration, postgraduate and doctorate level Higher Specialist Consultant Scientists (20 Higher Specialist Scientist trainees - cohort 2020).	Satisfactory completions of ARCPs (Annual Review of Competence Progression) to previous quarter, update of training planning, and closure of any delays in progession reports	Monitor	Monitor/ Survey initiated	ARCP Completions	Green	Excellent engagement with Quality Assurance monitoring - 90%+ response rate to ARCP. Outturn will be summarised in our 2023-24 Healthcare Science Annual Report, publication of which is imminent.
8. Workforce	4318	Healthcare Science	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI11 – %age learners reporting that learning will improve practice	Provide Generic Continuing Professional Development (CPD) for early career healthcare scientists and specifically shift specialty CPD online. Anticipated build of 10-15 e-learning modules with associated small group on-line workshops (15-20 participants) and 10+ workshops. Enhanced Educational Infrastructure. Careers development and public engagement.	Ongoing development of CPD / Workforce development offer. Publicise and deliver. React to service requests for facilitation / co-production of specialty resources	Ongoing development of CPD / Workforce development offer. Publicise and deliver. React to service requests for facilitation / co-production of specialty resources	Ongoing development of CPD / Workforce development offer. Publicise and deliver. React to service requests for facilitation / co-production of specialty resources	Ongoing development of CPD / Workforce development offer. Publicise and deliver. React to service requests for facilitation / co-production of specialty resources	Green	Steady delivery of CPD / online offers during Quarter 1. Plans advanced for future specialty webinars of interest to the Healthcare Science community
8. Workforce	4257	Medical	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	Operational	Governance and quality management of medical education and training across Scotland to ensure General Medical Council (GMC) standards are met.	Quality Management visits reports, immediate actions/concerns raised at visits, details of sites on Enhanced Monitoring are discussed on a monthly basis at the Medical Directorate Quality and Safety Group.	Quality Managment visits reports, immediate actions/concerns raised at visits, details of sites on Enhanced Monitoring are discussed on a monthly basis at the Medical Directorate Quality and Safety Group.	Quality Managment visits reports, immediate actions/concerns raised at visits, details of sites on Enhanced Monitoring are discussed on a monthly basis at the Medical Directorate Quality and Safety Group.	Quality Managment visits reports, immediate actions/concerns raised at visits, details of sites on Enhanced Monitoring are discussed on a monthly basis at the Medical Directorate Quality and Safety Group.	Green	Enhanced Monitoring discussed at monthly Medical Directorate Quality and Safety Group (MDQSG) meetings during 2024/25 Quarter 1.
8. Workforce	4258	Medical	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI13a - Medical Funded trainee placements - Fill rate	Deliver training administration for 6,700 doctors in training across 300 training programmes ensuring allocation, progression and completion of training is managed using Annual Review of Competency Progression (ARCP) outcomes to measure performance, ensure trainees are performance managed and recommended for revalidation.	Reporting on ARCP outcomes for all trainees with a review in Q1. MDSQG to review data and trends to identify any areas of concern and best practice.	Reporting on ARCP outcomes for all trainees with a review in Q2. MDSQG to review data and trends to identify any areas of concern and best practice.	Reporting on ARCP outcomes for all trainees with a review in Q3. MDSQG to review data and trends to identify any areas of concern and best practice.	Reporting on ARCP outcomes for all trainees with a review in Q4. MDSQG to review data and trends to identify any areas of concern and best practice.	Green	ARCP outcomes reviewed and discussed at Medical Directorate Quality and Safety Group (MDQSG) meetings during 2024/25 Quarter 1.
8. Workforce	4260	Medical	Education, training & workforce development	Partnerships	Build capability around workforce supply	SKPI13a - Medical Funded trainee placements - Fill rate	Recruitment, training and support of doctors in training to meet current and projected workforce requirements.	TBC	TBC	TBC	TBC	Green	Active involvement in moving Medical Education Reform process forward in line with work being undertaken at 4-nations level; regular reporting being provided to the NES Executive Team and NES Board.

New process for expansion posts communicated to Health Boards and Specialty Training Boards (STBs). Requests to STBs to return requests for expansion by August 2024.

First meeting of trainee redistribution project Short-Life Working Group - update given to NES Medical senior team regarding project's next steps. |
| 8. Workforce | 4267 | Medical | Education, training & workforce development | Partnerships | Deliver health care research, development and innovation | Operational | Deliver medical education research within NES, providing robust governance through the Medical Education Research and Innovation Group (MedRIG). Also contributing and funding the SMERC (Scottish Medical Education Research Consortium) partnership in conjunction with Scotland's five Medical Schools. | TBC | TBC | TBC | TBC | Amber | SMERC (Scottish Medical Education Research Consortium) funding reduced as part of 2024/25 Scottish Government savings exercise. The Group is still operational and has agreed the objectives for the coming year with the NES Medical Director. Milestones for this deliverable will be provided at Quarter 2. |
| 8. Workforce | 4287 | Medical | Education, training & workforce development | People | Lead and deliver education, training and CPD across health & social care workforce | SKPI13a - Medical Funded trainee placements - Fill rate | Deliver training of agreed expansion of medical workforce by using effective financial and data resource to monitor establishment and trends. Ensure 680 Scottish Government (SG) funded training grade payments are made to Boards timeously and accurately reflecting the allocation of doctors according to financial policies. Manage and monitor trainee rotations to ensure specific financial rules are applied to pay for expansion posts funded by SG. | Note fill rates for all specialties where expansion has occurred and report data to SG | All expansion posts added to Turas so payments can be made to Health Boards correctly from August 2024. Audit of new post establishment. | Planning for 2025/26 including projection of number of agreed expansion posts and number of placements required for extension to training | Confirmation of expansion posts for 25/26 from SG. | Green | Scottish Government have received provisional data around fill rates, including expansion posts, during Quarter 1.

Agreement has been received from SG to fund additional expansion posts as baseline funding during 2024/25. |
| 8. Workforce | 4288 | Medical | Education, training & workforce development | Partnerships | Build capability around workforce supply | SKPI16 – TBC | Administer, oversee and record Targeted Enhanced Recruitment Scheme (TERS) grants of up to £1m across agreed programmes to increase GP recruitment to hard to fill locations including GP Training Grants x 90, and any other infrastructure provided as part of secondary care specialty expansions for 2024-25, Foundation placement expansions and Foundation Oversubscription. | TBC | TBC | TBC | TBC | Green | All posts with a TERS bursary attached have been filled. Discussions have commenced with SG in relation to 2025 bursaries. |
| 8. Workforce | 4289 | Medical | Education, training & workforce development | Partnerships | Build capability around workforce supply | SKPI13a - Medical Funded trainee placements - Fill rate | Recruit at least 95% fill of the medical training grade establishment headcount against agreed national standards and statutory requirements by the end of Round 3 for up to 291 training programmes across Scotland. Recruit to programmes in all regions to 95% minimum and manage establishment including resignations, early Certificate of Completion of Training (CCT) and Less Than Full Time (LTFT) trends to support effective WTE (Whole Time Equivalent) recruitment where possible. | Have provisional fill rates for rounds 1 and 2 of recruitment (August start dates). Communicate trainee information to Health Boards in line with Code of Practice. | Recruitment activity for round 3 (February start dates) | Confirm UK fill rate data to SG for round 1 and 2 recruitment. Have provisional fill rates for Round 3 (February start) and communicate trainee detail to Health Boards in line with Code of Practice | Recruit to at least 95% fill of the medical training grade establishment headcount. Work with SG and MSG to ensure accurate and rapid transfer of information to boards for effective onboarding and to reduce late starts | Green | Provisional fill rates are known and currently sit at 94% overall for rounds 1 and 2 of Medical Training Grade recruitment.
All data has been communicated to Health Boards in line with Code of Practice deadlines. |
| 8. Workforce | 4293 | Medical | Education, training & workforce development | Performance | Deliver national leadership and QI programmes | SKPI10 – %age of workforce accessing learning products | Provision of Clinical Fellows across multiple specialties and areas of interest (including leadership) to provide educational development to doctors and build specialist and leadership capacity within the medical workforce. | Recruit up to 10 Remote & Rural Fellows; interviews for Medical Education and Health Inequality fellows paediatric fellows;match 12 Scottish Clinical Leadership Fellows (SCLFs) for Aug 24 start; allocation of SCREDS and Histopath fellows | Receive agreed additional TIG Fellow | Q3 begin recruitment cases for SCLF and Remote & Rural Fellows for 2025 | Recruit: 12 Scottish Clinical Leadership fellows; 3 SCREDS fellows; 3 Forensic histopathology fellows; and 1 post-CCT TIG fellow. | Green | During Quarter 1, recruitment for Remote and Rural fellows has completed with seven confirmed posts, two awaiting confirmation and one vacancy.
Medical Education and Health Inequality Fellows have been fully recruited.
Scottish Clinical Leadership Fellows have been recruited and matched to placements.
Paediatric fellows were not recruited in line with agreed SG cost savings for 2024/25.
Scottish Clinical Research Excellence Development Scheme (SCREDS) and Histopath fellows have been recruited. |
| 8. Workforce | 4295 | Medical | Education, training & workforce development | People | Lead and deliver education, training and CPD across health & social care workforce | SKPI15a - Employee Engagement Index – Doctors in Training | Provision of sustainable equitable support for all postgraduate medical doctors in training via the Trainee Development and Wellbeing Service. Ensure that appropriate staffing levels and contracts are in place to provide service in line with best practice and Gold Guide guidance providing trainees access to careers advice, wellbeing support and management of LTFT (Less than Full Time) training. Development of oversight of activities relating to Equality & Diversity. | TBC | Implementation of new resignation process | TBC | TBC | Green | New resignation process implemented with the first set of data to be reported at Medical Directorate Quality and Safety Group (MDQSG) meeting in August 2024. |

SG Recovery Driver	2024/25 ADP Deliverable Number	Directorate	Medium-Term Priority	NES Strategic Theme	NES Strategic Theme Detail	NES KPI Reference	2024/25 Deliverable Summary — Brief summary of the deliverable, outlining the intended action and what this will achieve in 2024/25.	Q1 Milestones — What you intend to have achieved by Q1	Q2 Milestones — What you intend to have achieved by Q2	Q3 Milestones — What you intend to have achieved by Q3	Q4 Milestones — What you intend to have achieved by Q4	Q1 RAG Status	Progress in Q1
8. Workforce	4308	Medical	Education, training & workforce development	Performance	Deliver national leadership and QI programmes	Operational	Delivery of the NES (Scotland Deanery) Quality Management - Quality Improvement Framework to manage and improve postgraduate medical education in Scotland to ensure all training posts meet General Medical Council's (GMC) standards.	First quarterly update for Annual Deanery Report (ADR) to GMC. Visit schedule for GMC Priority visits finalised	Second quarterly ADR update, visits and reports according to plan; data plan for medicine to Medical Directorate Senior Team (MDST)	Annual report to Educational Governance Group, Third ADR update; visits and reports to schedule	Delivery of NES Scotland Deanery quality management framework to GMC standards.	Amber	Effective Quality Management (QM) system in place - now have closer working relationship with Health Boards following triggered visits with SMART objective meetings and Action Plan Review Meetings. The number of sites on Enhanced Monitoring has reduced from 10 to 5.
8. Workforce	4310	Medical	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI16 – TBC	Distribution of agreed Medical Additional Costs of Teaching (ACT) funding to 19 NHS Boards across Scotland. Performance manage Boards in their use of Medical ACT funding to secure efficient and effective use of funds for clinical training of medical undergraduates (approximately 6,000 over seven Medical Programmes) within healthcare settings in Scotland.	Allocation Letter should be issued to Health Boards outlining their recurrent and non recurrent additional allocation for the year. Hold drop-in sessions for stakeholders with an opportunity to discuss this years allocations.	Health Boards to submit bids for their funding, using the Medical ACT App. NES will review bids and update status accordingly by the 28th of the month. Boards. Medical ACT colleagues to attend RAWGs	National unutilised funds position established. Health Boards to submit bids for national funding using the Medical ACT App. NES will review bids and update status accordingly by the 28th of the month. NES to attend RAWGs. 2023/24 accountability reports to be received from Boards and reviewed by NES.	Data for 2025/26 allocation model collated and reviewed and Model completed. Medical ACT Annual Report 23/24 published.	Green	Allocation letters were issued to Health Boards on 26 June 2024. This was later than usual (early April) due to a delay in receiving final written confirmation from Scottish Government in relation to 2024/25 funding arrangements. NES Medical provided regular written updates to stakeholders during this period and moved swiftly to issue the letters as soon as possible after the funding position was confirmed. A very successful stakeholder event considering Measurement of Teaching was held in early June with stakeholders. Regular drop-ins for operational and strategic stakeholders continue to be offered. The Medical ACT website refresh is continuing.
8. Workforce	4312	Medical	Education, training & workforce development	Partnerships	Scope & develop a remote & rural centre for health & social care	SKPI16 – TBC	**Subject to funding** - provide infrastructure to Support the UK wide Rural and Remote Credential Programme	Onboard first cohort of Recognition doctors to programme	Run first credential panel and identify doctors eligible for consideration by GMC for the award of rural and remote credential Onboard first cohort of doctors to learner route of the programme Recruitment of Educational Supervisors to support the programme Fully functioning portfolio to support both routes to the programme Continue to develop toolbox for learning to sit alongside curriculum	Onboard second cohort of Recognition doctors to programme Continue to grow Educational supervision support	Run second credential panel and identify doctors eligible for consideration by GMC for the award of rural and remote credential Onboard second cohort of doctors to learner route of the programme Continue to develop toolbox for learning to sit alongside curriculum 12 month post evaluation as per GMC requirement for new programmes	Amber	2024/25 Scottish Government funding for the Remote and Remote Credential programme was not confirmed on 24 June 2024. This delay has meant that the onboarding of the first cohort of Recognition Doctors has moved to September 2024 (Quarter 2). The Remote and Rural Credentials team have used this time to finalise governance processes around delivery and work with the Recognition Champion doctors who are finalising their portfolios in advance of our first Credential panel in September 2024.
1. Primary and Community Care	4537	Medical	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI10 – %age of workforce accessing learning products	Delivery of Continuing Professional Development (CPD) Connect educational activities for General Practice to improve patient care in NHS Scotland.	Planning programme of events for 24-25 based on learning needs of General Practice (multidisciplinary team) MDT, face to face, online and elearning. PBSGL module development. Planning and delivery of simulation-based learning programme.	Begin delivery of programme of events. **Subject to funding**, begin review of impact of resources for General Practice new skills based programme (GPN). Development and ongoing support for elearning resources. PBSGL module development. Delivery and evaluation of simulation-based learning programme.	Development and ongoing support of elearning resources. Delivery of programme of education. PBSGL module development. Continuation of delivery and evaluation of simulation-based learning programme.	Deliver CPD Connect educational activities to General Practice and embed new skills based programme. Review of impact of learning of GPNs will be completed **subject to funding**. Continuation of delivery and evaluation of simulation-based learning programme.	Green	The 2024/25 SG funding award for General Practice Nurses (GPN) CPD and First5 GP CPD is still to be formally agreed as at the end of 2024/25 Quarter 1. 'Non-clinical - A Day in the Life of a Busy General Practice' 10 webinar pilot series has started with 170 delegates registered, exceeding required figures. Planning is underway for the clinical webinar series which will commence in Autumn 2024. Two simulation-based learning sessions for GPs held in June 2024 with 11 delegates. Myalgic Encephalomyelitis / Chronic Fatigue Syndrome Practice Based Small Group Learning (PBSGL) module published May 2024 and good progress made towards completing two others in the next month, with a further 10 in various stages of production. 'The Whole Story' podcast series launched in May 2024 with the first episode covering Wellbeing and Burnout - there have been 370 total downloads of the episode and 36 followers. NES GP facebook page has 372 members and NES GPN page has 1800 members. The GPN team have a variety of eLearning modules accessible to GPNs in Scotland as well as a wider Primary Care audience - in Quarter 1, 180 GPNs have completed a module, and 7 other professionals.
1. Primary and Community Care	4538	Medical	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI16 – TBC	Delivery of Continuing Professional Development (CPD) CPD Connect educational activities for General Practice to improve patient care in NHS Scotland.	Planning programme of events for 24-25 based on learning needs of General Practice (multidisciplinary team) MDT, face to face, online and elearning. PBSGL module development. Planning of simulation-based learning programme.	Begin delivery of programme of events. **Subject to funding**, begin review of impact of resources for General Practice Nurses (GPN). Development and ongoing support for elearning resources. PBSGL module development. Planning A Day in the Life of a Busy General Practice webinar series.	Development and ongoing support of elearning resources. Delivery of programme of education. PBSGL module development. Delivery of A Day in the Life of a Busy General Practice webinar series.	Deliver CPD Connect educational activities to General Practice and embed new skills based programme. Review of impact of learning of GPNs will be completed **subject to funding**. Delivery of A Day in the Life of a Busy General Practice webinar series.	Green	The 2024/25 SG funding award for General Practice Nurses (GPN) CPD and First5 GP CPD is still to be formally agreed as at the end of 2024/25 Quarter 1. 'Non-clinical - A Day in the Life of a Busy General Practice' 10 webinar pilot series has started with 170 delegates registered, exceeding required figures. Planning is underway for the clinical webinar series which will commence in Autumn 2024. Two simulation-based learning sessions for GPs held in June 2024 with 11 delegates. Myalgic Encephalomyelitis / Chronic Fatigue Syndrome Practice Based Small Group Learning (PBSGL) module published May 2024 and good progress made towards completing two others in the next month, with a further 10 in various stages of production. 'The Whole Story' podcast series launched in May 2024 with the first episode covering Wellbeing and Burnout - there have been 370 total downloads of the episode and 36 followers. NES GP facebook page has 372 members and NES GPN page has 1800 members. The GPN team have a variety of eLearning modules accessible to GPNs in Scotland as well as a wider Primary Care audience - in Quarter 1, 180 GPNs have completed a module, and 7 other professionals.
1. Primary and Community Care	4539	Medical	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI10 – %age of workforce accessing learning products	Delivery of training and learning materials for Continuing Professional Development (CPD) of General Practice Nurses.	Progression of Cohort 2 and full review of Cohort 1 and lessons implemented	Likely implementation of Cohort 3	Delivery of Cohort 3.	Deliver General practice Nurse education pathway to at least 80 learners over 2 cohorts. Preparation for Cohort 4	Amber	Discussions ongoing with Scottish Government in relation to future funding for the General Practice Nurses (GPN) Education Pathway therefore there has been delay in advertising the next cohort. Cohort 2 is well underway with 36 learners just over halfway through.
1. Primary and Community Care	4540	Medical	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI10 – %age of workforce accessing learning products	Delivery of training and learning materials for Continuing Professional Development (CPD) of Practice Managers.	Deliver Practice Managers conference and continue to deliver Cohort 19 of PMVTS.	Continue to deliver Cohort 19 of PMVTS	Continue to deliver Cohort 19 of PMVTS	Deliver the Practice Managers Vocational Training Scheme (Cohort 19) to 22 learners.	Green	Contributed to NES Conference in April 2024. 22 learners currently going through Cohort 19 of the NES Practice Managers Vocational Training Scheme (PMVTS). Discussions ongoing with Scottish Government in relation to the receipt of ongoing funding for the PMVTS and Network so there may be a delay in Quarter 2 to advertising the next cohort unless the situation is resolved by the end of July 2024.
2. Urgent and Unscheduled Care	4542	Medical	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI16 – TBC	Delivery of clinical skills and simulation training by the NES Clinical Skills Managed Educational Network (CSMEN) to improve patient safety and clinical outcomes by supporting access to high quality, multi-professional skills training and clinical simulation across all geographical areas of Scotland (via the Mobile Skills Unit).	Deliver 18 remote and rural courses; provide 30 spaces for surgical skills training and support 12 simulation based educational training courses. Visit by MSU to 8 venues training with 400 participants	Deliver 18 remote and rural courses and provide an education event for a minimum of 90 remote and rural recruiters; provide 30 spaces for surgical skills training and support 12 simulation based educational training courses. Visit by MSU to 6 venues training with 300 participants. Update and evaluation of an existing online resource	Deliver 18 remote and rural courses; provide 30 spaces for surgical skills training and support 13 simulation based educational training courses. Visit by MSU to 3 venues training with 150 participants. Publication of a clinical skills online learning resources	Deliver clinical skills and simulation training: 70 remote & rural courses; 3 online emergency care programmes; surgical skills for 125 learners; and 50 simulation based education courses.Update and evaluation of an existing online resource. Delivery of 6 faculty development course on the MSU, one at a R&R venue.	Green	In partnership with BASICS Scotland (British Association for Immediate Care), delivered 18 days of pre-hospital emergency care training for remote and rural practitioners and provided 16 spaces for surgical skills training. Supported the delivery of 16 simulation based eductional training courses. The Mobile Skills Unit (MSU) visited 7 locations including a 4 week trip from Mull to Barra, Benbecula and the Western Isles and trained 104 participants. Two visits were cancelled due to frontline workforce pressures.
8. Workforce	4543	Medical	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI16 – TBC	Support expansion of the clinical skills, leadership skills and capacity of SAS doctors and dentists by delivering a SAS (Specialist, Associate Specialist and Specialty Doctors) Development Programme to peers across all pertinent NHS Scotland (NHSS) Health Boards.	Run first SAS Programme Board meeting to assign funding for development activity. Facilitate approximately 3 regional educational events and 2 national courses/ workshops over this period.	Run second SAS Programme Board meeting to assign funding for development activity. Facilitate approximately 2 regional educational events and 3 national courses/ workshops over this period. Launch a Training needs analysis survey of the SAS workforce needs in Scotland.	Run third SAS Programme Board meeting to assign funding for development activity. Facilitate approximately 2 regional educational events and 3 national courses/ workshops over this period, as well as one National Conference for SAS.	Run fourth and final SAS Programme Board meeting to assign funding for development activity. Facilitate approximately 3 regional educational events and 4 national courses/ workshops over this period.	Green	The Quarter 1 SAS (Specialist, Associate and Specialty Doctors) Programme Board meeting was held in May 2024, and considered bespoke applications to support the further development of SAS in Scotland. Three national courses / workshops and four local SAS events were held during Quarter 1, slightly ahead of planned schedule.
8. Workforce	4544	Medical	Education, training & workforce development	Performance	Deliver national leadership and QI programmes	SKPI10 – %age of workforce accessing learning products	Delivery of entry-level leadership and management training for postgraduate medical and dental trainees and doctors and dentists in non-training grades.	9 x trainee LaMP and 2 x non-trainee LaMP	7 x trainee LaMP and 1 x non-trainee LaMP	9x trainee LaMP and 1 x non-trainee LaMP	9 x trainee LaMP and 2 x non-trainee LaMP	Amber	During 2024/25 Quarter 1 we have delivered eight trainee Leadership and Management (LaMP) courses and 2 non-trainee LaMP courses. Course delivery has been limited by faculty availability however a new member of faculty has been recruited to at the end of Quarter 1 and other new members of faculty are now starting to deliver courses for NES.
8. Workforce	4545	Medical	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI10 – %age of workforce accessing learning products	Improve the retention of GPs through career advice, induction and returner programmes by enabling UK trained GPs to return to the workforce following a career break and GPs trained overseas to join the GP workforce.	7 current GPs with 6 more joining the GP Returner and Enhanced Induction scheme in April 24	Supervisor reports and assessments will be electronic using the Fourteen Fish e-portfolio.	7 more preparing to join the returner scheme and 4 further enquiries- these should hopefully be incorporated within the plans.	An e-portfolio was commissioned from 14Fish in 2023 and a pilot version is currently in use. This requires some further development to improve the user friendliness in this for both those on the Returner and EI schemes and the Educational Supervisors supporting them. We will work with 14Fish to develop some resources to support this.	Amber	During Quarter 1, we have received 14 enquiries for the GP returner scheme of which 8 are eligible to be appointed. We are still awaiting confirmation from Scottish Government for approval of funding to support the work of this deliverable during 2024/25.

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8. Workforce	4546	Medical	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI16 – TBC	Ensure all doctors working in Scotland continue to have access to a national single approach to Medical Appraisal and Revalidation by continuous provision of Medical Appraisal training events, SOAR (Scottish Online Appraisal Resource) and appropriate user support, and any associated quality assurance activities in line with General Medical Council (GMC) standards.	Deliver x4 New Appraisers and x4 Refreshers scheduled and review feedback; initiate MARQA review processes.	In addition to Q1, deliver x2 New Appraisers and x5 Refresher courses and x2 workshops scheduled, plus the planning of our annual conference (tbc) and relevant workshops and review feedback.	In addition to Q1 and Q2, deliver x5 New Appraiser courses, x3 Refreshers and x1 workshop scheduled and review feedback; draft and present MARQA review report. Schedule workshops (tbc) pending SOAR updates.	TBC	Green	During Quarter 1, x4 New Appraiser and x4 Refresher Appraiser courses have been delivered along with a half-day Tutors development event. Planning of annual appraisal conference is on hold until a new Clinical Lead is appointed.
6. Health Inequalities and Population Health	4547	Medical	Education, training & workforce development	People	Develop education, training and tools to support delivery of realistic medicine and value based health and care	SKPI11 – %age learners reporting that learning will improve practice	Enhance health and social care professionals' preparedness for effective communication and practice aligned to death, dying and bereavement care through the delivery of training and learning materials.	Extend the Band 8A secondment to lead on newly commissioned Scottish Government (SG) work until March 2025. Scoping of new SG commission re the development of bereavement resources. Launch new Bereavement Leads film. Continue monthly podcast and quarterly webinar programme throughout the year. Host quarterly national meetings of Bereavement Leads Network throughout the year. Create mini e-learning modules to support staff with the death of a colleague in the workplace. Launch new FAQ resource for non medical staff.	Work with the Scottish Government Bereavement Subgroup and Education Subgroup of the Palliative and End of Life Care Framework to develop a package of national e-learning resources to complete this financial year. Work with the Death Certification Review Service to update existing e-learning and create new e-modules to launch this financial year. Annual conference prep & planning. Launch new Fatal Accident resource once received back from NES Design	Test the new SG commissioned modules with TEL. Ongoing programme of work plus host annual bereavement conference. Present at national COPMeD meeting for support and wellbeing unit leads. Launch new mini modules re bereavement in the workplace.	Launch SG commissioned work. Launch new death certification modules.	Green	The Band 8A secondment extension will no longer be required as the staff member has resigned. Therefore, a Business Case has been submitted to upgrade the current Band 7 post to a Band 8A (0.75WTE) instead. A meeting has been scheduled with NES HR to review the other posts in the team. The Bereavement Leads film was launched to high acclaim. We hosted a webinar with the Death Certification Review Service (DCRS) as part of our ongoing programme. We are completing the development of 5 mini e-modules around the death of a colleague / bereavement in the workplace. The NES / DCRS FAQ resource for non medical staff will launch in June 2024. We have received a new commission from Scottish Government to develop two animations to support rare conditions work. This is in the initial scoping stage and is due to complete by March 2025.
8. Workforce	4548	Medical	Education, training & workforce development	People	Support wider workforce to be trauma informed	SKPI10 – %age of workforce accessing learning products	Development and delivery of education and training for Approved Medical Practitioners (AMPs).	This will be a rolling programme of courses with 1 Initial training course delivered per month and 18 AMP Update training courses	There will be a rolling programme of Initial AMP training courses with 1 course delivered per month. Four AMP Update courses will be delivered in this Quarter with additional course provided should there be demand.	There will be a rolling programme of Initial AMP training courses with 1 course delivered per month. Three AMP Update courses will be delivered in this Quarter with additional course provided should there be demand.	There will be a rolling programme of Initial AMP training courses with 1 course delivered per month. Three AMP Update courses will be delivered in this Quarter with additional course provided should there be demand.	Green	Approved Medical Practitioners (AMP) Update training needs to be completed by Psychiatrists on a 5 yearly basis. To try and avoid a sudden increase in demand for courses in 2024 (based on those completing Update training in 2019) we have actively engaged with Health Board administration teams to: understand local demand, encourage early engagement with our target audience and make available AMP courses early (2023) to lessen impact on service delivery. The uptake of courses in 2023 exceeded our expectations and this has resulted in a reduced demand for the delivery of AMP Update training in 2024/25. During 2024/25 Q1, AMP Initial training delivery is on track with one course delivered as planned each month. As per the text above, there has been a significant downturn in demand for AMP Update Training courses since the beginning of 2024; the main reason being AMPs have been proactive and completing their 5 yearly training requirement ahead of time. In Quarter 1 we delivered 14 Update Training courses and cancelled four due to a lack of demand. As a result of these changes to course demand, it has been agreed that the remaining 2024/25 milestones should be amended. The amended milestones are shown within this document.
8. Workforce	4549	Medical	Education, training & workforce development	People	Support wider workforce to be trauma informed	SKPI11 – %age learners reporting that learning will improve practice	Delivery of specific role development training for Sexual Offences Examiners (SOE) and nurses working in forensic medical services in Scotland.	Recruitment of 1PA of Associate Postgraduate Dean. Agreeing deliverables with Scottish Government.	Induction of APGD. Planning for course delivery and conference. Liason with Scottish Government regarding Training Needs Analysis.	Delivery of 'Essentials' course for Doctors and Nurses.	Conference planning and delivery. Possible 2 cohort of 'Essentials'.	Green	A preferred candidate has been identified for the vacant Associate Postgraduate Dean post. Deliverables have been agreed with Scottish Government during June 2024 with a view to funding allocation being made in July 2024. Further information will be provided at Quarter 2.
6. Health Inequalities and Population Health	4553	Medical	National Centre for Remote & Rural	Partnerships	Scope & develop a remote & rural centre for health & social care	SKPI10 – %age of workforce accessing learning products	Delivery of agreed 2024-25 National Centre for Remote and Rural Health and Social Care Phase 1 Delivery Plan Targets across four Recruitment and Retention pillars and Supporting Structures for Remote and Rural Primary Care and Community services: Recruitment & Retention / Leadership & Good Practice / Research & Evaluation / Education & Training.	Deliver Q1 projects across R&R recruitment &retention/research & evaluation/Leadership & Good Practice /Education & Training and Supporting structures.	Deliver Q2 projects across R&R recruitment &retention/research & evaluation/Leadership & Good Practice /Education & Training and Supporting structures.	Deliver Q3 projects across R&R recruitment &retention/research & evaluation/Leadership & Good Practice /Education & Training and Supporting structures.	Deliver Q4 projects across R&R recruitment &retention/research & evaluation/Leadership & Good Practice /Education & Training and Supporting structures.	Green	All targets across four pillars of National Centre for Remote and Rural Health and Social Care are on track and within budget. 35 projects are underway. New stakeholder engagement network for recruitment and retention up and running and subject expert input has been provided to the Scottish Government Remote and Rural Recruitment and Retention Stategy 2024 development, DHI Advisory Group and the Scottish Ambulance Service (SAS) Advisory Group. Knowledge exchange partnership workshops in July 2024 held with Public Health Scotland, SAS and Healthcare Improvement Scotland (HIS). Further 11 Rural Advanced Practice MSc places funded for cohort 2.
8. Workforce	4554	Medical	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI10 – %age of workforce accessing learning products	Delivery of Patient Safety Education for the health and social care workforce including research, development and evaluation.	Developement and Introduction of a Brilliant Basics Teaching Pack for NES/HSC educators	Updating of a revamped NES Human Factors Online Hub	Development and introduction of an improvised curriculum for safety learning reviewers in HSC	Evaluation of previous TBQR (team Based Quality Review) work activity; Update national TBQR guidance to incorporate Human Factors theory and practice; Development of a generic e-learning TBQR storyboard for HSC; Creation of a dedicated TBQR online presence	Green	1. Brilliant Basics teaching pack - first draft near completion; 2. Updating of Human Factors Online HUB with new design and learning resources has commenced; 3. Draft improvised curriculum is developed with NHS Forth Valley looking to test from September 2024 and other Boards also considering; 4. Team Based Quality Reviews (TBQR): awaiting confirmation from Scottish Government in relation to the continuation of funding for TBQR Clinical Lead.
8. Workforce	4555	Medical	Research in Educational Innovation	Partnerships	Deliver health care research, development and innovation	SKPI10 – %age of workforce accessing learning products	Development, delivery and evaluation of a hybrid educational programme for organisational safety investigators and learning reviewers across Health Boards / Scottish Social Services Council (SSSC).	Delivery of 4 QI training workshops; Development of enhanced SEA training programme; complete design of Quality Improvement Activity (QIA) resources for GP teams; feasibility testing of GP workload analysis tool; complete 2 Acute Kidney Injury (AKI) system thinking workshops.	Delivery of 8 QI traiing workshops; testing of enhanced SEA training programme with at least 2 groups of GPs; publication of GP team QIA resources; analyse AKI qualitative data to refine and delivery of further AKI system thinking workshop.	Delivery of 12 QI training workshops; Deliver enhanced SEA training to 2 groups of GPs; commence evaluation of GP team QIA resources. Commence pilot of GP workload analysis tool. Delivery of further AKI system thinking workshop	Deliver: GP specific introductory QI training workshops (12 x 30 participants initially); enhanced SEA training to GP teams and GP trainees (6 x 30 participants); design, test and evaluate resources to aid GP team members completing Quality Improvement Activities as part of GP specialty training and for appraisal; Design, test and evaluate a Workload Analysis method for GP trainees and GP team members; and analyse data and design workshops using systems thinking methods	Amber	Quality Improvement training workshops delivered as planned during Quarter 1 and evaluated positively. eSEA (Enhanced Significant (Learning) Event Analysis) training programme delivered for STs and ESs. QIA resources complete for GP Teams. RAG Status as Amber as GP Workload Analysis Tool was being progressed by previous incumbent who has not been replaced so this cannot now progress.
8. Workforce	4556	Medical	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI11 – %age learners reporting that learning will improve practice	Development of new resources to support the Continuing Professional Development (CPD) of approved and recognised postgraduate medical trainers.	This will be a rolling programme of courses delivered across the country dependent of faculty availability with at least 12 Trainer Workshops (TWs) 3 entry-level training courses for GP and 5 CPD courses for trainers	This is a rolling programme of course delivery with at least 22 TWs, 6 GP TEC and 12 CPD courses delivered	This is a rolling of course delivery with at least 32 TWs and 9 GP entry-level training courses and 20 CPD courses for trainers	45 trainer workshops 12 GP TEC courses and 28 CPD courses for trainers	Green	During Quarter 1, we delivered three entry-level GP TECs (Trainers Entry Course), 14 Trainer Workshops and five CPD courses for trainers.
8. Workforce	4561	Medical	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI11 – %age learners reporting that learning will improve practice	Lead, develop, evaluate and review medical simulation programmes for: Core Surgical Training (CST) Internal Medicine Training (IMT), Higher Specialty Training (HST), Core Psychiatry, Intensive Care Medicine (ICM), Anaesthetic, Acute Care Common Stem (ACCS), Emergency Medicine, Diagnostics, Orthopaedics, Opthamology and Vascular to provide the highest quality of care.	Delivery skills and simulation training to approx. 100 CST trainees (CT 1 and CT2) according to the CST strategy; a minimum of 40 IMT 3 trainees; up to 12 CT1 Core Psych trainees	Delivery skills and simulation training to approx. 100 CST trainees (CT 1 and CT2) according to the CST strategy; a minimum of 50 IMT 1 and IMT 2 trainees; up to 18 HST trainees up to 12 CT1 Core Psych trainees	Delivery skills and simulation training for approx. 100 CST trainees (CT 1 and CT2) a minimum of 105 IMT 1 and IMT 2 trainees; maximum of 70 HST trainees; 24 CT1 Core Psych trainees	Deliver medical simulation programmes for: 13 medical specialties (CST; IMT; HST, ICM, ACCS, EM, Anaesthetics, Diagnostics, Ophthamology, Trauma and Orthopaedics, Vascular and Core Psychiatry) to provide the highest quality of care.	Green	In relation to surgical training courses, seven courses were run covering four specialties (Core; Opthamology; Vascular and Trauma & Orthopaedics) to 80 trainees; three IMT courses to 46 trainees; 2 mental health courses for seven trainees and in ACIEM (Anaesthesia, Intensive Care & Emergency Medicine), nine course for 75 trainees. In total, 208 training spaces for medical simulation.
9. Digital Services Innovation Adoption	4435	NHSSA, Learning & Innovation	Internal efficiency, sustainability & affordability	Partnerships	Deliver health care research, development and innovation	SKPI10 – %age of workforce accessing learning products	Continue to design, develop and enable effective use of digital learning and knowledge resources / products through TURAS Learn, national digital library, The Knowledge Network and other relevant platforms. Support the delivery of evidence-based health and social care and high-quality education, through supporting research and learning needs.	Confirm budget for next Tender. Prepare and circulate an impact survey to collect data on what users value. Review usage data for trends in use and ROI. Confirm scope and timelines of Once For Scotland Statutory and Mandatory eLearning module development and hosting.	Work with procurement to prepare Tender documentation. Launch the Tender and invite suppliers to bid. Contact Scottish Government to discuss ongoing funding for Medicines Information resources. Progress development of OfS Statutory and Mandatory eLearning modules and Turas Learn site.	Work with suppliers and stakeholders to review resources through trial access. Progress development of OfS Statutory and Mandatory eLearning modules and Turas Learn site.	Review tender bids, analyse costs and conclude purchasing decisions. Contracts agreed and in place with suppliers. Arrange calls with suppliers. Develop comms plan to promote new services and share with stakeholders. Updating content on digital library services. Make a case to continue funding for Libkey. Delivery of completed suite of OfS Statutory and Mandatory modules.	Amber	Budget has not been confirmed for the next tender of the digital library resources. Knowledge Services staff are working in partnership with NES Executive Team (ET) colleagues to agree what resources should be included in the tender and have started work on the Invitations to Tender paperwork. An impact survey looking at the digital library resources was prepared and circulated. Data was analysed for trends in use and Return on Investment (ROI). This has been presented to the NES ET and is being used to underpin the work going into the digital library tender. Once for Scotland Statutory and Mandatory eLearning module development: awaiting decision from NHS Scotland Human Resources Directors group (HRDs) - devolved to national Protected Learning Time group - on agreed topic list, versions of existing modules to be used / adapted and requirements for new modules.

SG Recovery Driver	2024/25 ADP Deliverable Number	Directorate	Medium-Term Priority	NES Strategic Theme	NES Strategic Theme Detail	NES KPI Reference	2024/25 Deliverable Summary Brief summary of the deliverable, outlining the intended action and what this will achieve in 2024/25.	Q1 Milestones What you intend to have achieved by Q1	Q2 Milestones What you intend to have achieved by Q2	Q3 Milestones What you intend to have achieved by Q3	Q4 Milestones What you intend to have achieved by Q4	Q1 RAG Status	Progress in Q1
2. Urgent and Unscheduled Care	4607	NHSSA, Learning & Innovation	NHS Scotland Academy	Partnerships	Develop & deliver accelerated training through NHS Scotland Academy	SKPI10 – %age of workforce accessing learning products	**Perioperative Workforce Programme** The four programmes developed in 2022/23/24 will run with two cohorts each in 2024/25: Foundations in Perioperative Practice Programme: 2 cohorts (concurrent with APP) of 8 -12 learners (registered Nurses). Surgical First Assistant Programme: 2 cohorts of 8 -12 learners (registered ODP/Nurse with 18 months perioperative experience). Accelerated Anaesthetic Practitioner Programme: 2 cohorts of 8 -12 learners (registered Nurses). Assistant Perioperative Practitioner: 2 cohorts (concurrent with FPP) of 8 -12 learner (at band 2-3, to move into a band 4 role). The role to explore co-ordination of decontamination training within local settings will report in Q4.	Surgical First Assistant Programme: Cohorts continue. Anaesthetic Practitioner Programme: Cohorts continue. Foundations of Peri Operative Practice Programme: Cohorts continue. National Assistant Perioperative Practitioner Programme: Cohorts continue.	Surgical First Assistant Programme: Cohorts continue. Anaesthetic Practitioner Programme: Cohorts continue. Foundations of Peri Operative Practice Programme: Cohorts continue. National Assistant Perioperative Practitioner Programme: Cohorts continue.	Surgical First Assistant Programme: Cohorts continue. Anaesthetic Practitioner Programme: Cohorts continue. Foundations of Peri Operative Practice Programme: Cohorts continue. National Assistant Perioperative Practitioner Programme: Cohorts continue.	Surgical First Assistant Programme: Cohorts continue. Anaesthetic Practitioner Programme: Cohorts continue. Foundations of Peri Operative Practice Programme: Cohorts continue. National Assistant Perioperative Practitioner Programme: Cohorts continue.	Green	Delivered as planned with continuation of cohorts for the Surgical First Assistant Programme, the Anaesthetic Practitioner Programme, the Foundations of Peri Operative Practice Programme and the National Assistant Perioperative Practitioner Programme.
2. Urgent and Unscheduled Care	4631	NHSSA, Learning & Innovation	NHS Scotland Academy	Partnerships	Develop & deliver accelerated training through NHS Scotland Academy	SKPI9 – No of times learning products accessed	**Research and development of programmes** NHS Scotland Academy responds to requests from Scottish Government sponsors and Board partners and is scoping projects to support accelerated training for groups including clinical engineers, clinical perfusionists and congenital echocardiographers. An initiation process is in place for new workstreams and if business cases for these projects are approved they will be added into the Annual Delivery Plan template in year.	Take scoping papers, SBARs and business cases through established governance processes when each stage of research is complete	Take scoping papers, SBARs and business cases through established governance processes when each stage of research is complete	Take scoping papers, SBARs and business cases through established governance processes when each stage of research is complete	Take scoping papers, SBARs and business cases through established governance processes when each stage of research is complete	Green	Development of potential new workstreams progressing as capacity allows.
8. Workforce	4632	NHSSA, Learning & Innovation	NHS Scotland Academy	Partnerships	Develop & deliver accelerated training through NHS Scotland Academy	SKPI29 - Number of young people participating on a school-based pilot pathway	Delivery of NHS Scotland Youth Academy.	Continue to work with partners to complete delivery of the Healthcare Pathway Pilot to the first cohort of young people. Complete first phase of web development and online learning resources	Commence delivery of Pathway Pilot to second cohort of young people (resource dependent). Recruit and begin work with additional ACT-funded posts to support Medical recruitment	Continue to support delivery of second cohort, develop and extend regional skills planning to support medical recruitment	Support completion of second cohort of Pathway Pilot. Further extend regional skills planning to support medical recruitment	Green	Recruitment under way for 6-months Band 8A post to complete Scottish Government commission to scope an expanded role for NES in co-ordianting apprenticeship provsion. Recruitment will be complete by 31 July 2024.
4. Planned Care	4633	NHSSA, Learning & Innovation	NHS Scotland Academy	Partnerships	Develop & deliver accelerated training through NHS Scotland Academy	SKPI10 – %age of workforce accessing learning products	**Deliver the National Endoscopy Training Programme (NETP)** Further develop elements of the JAG (Joint Advisory Group on GI Endoscopy) accredited training programme for medical endoscopists, non-medical endoscopists and health care support workers. NHS Scotland Academy is enhancing diagnostic capability and capacity through the NETP programme, particularly for Colonoscopy and Upper GI scopes. The programme includes upskilling courses, Train the Trainer courses, Endoscopy Non Technical Skills (ENTS) Training, Basic skills courses, and an accredited Assistant Endoscopy Practitioner Programme, along with the provision of immersive skills training. Courses are scheduled to run at locations throughout Scotland over the year. More courses are being added as faculty become available. The Foundations of Endoscopy Practice programme for Registered Nurses (RNs) will be offered for 2 cohorts (12 weeks) and start alongside the 2 Assistant Practitioner cohorts.	Deliver upskilling for colonoscopy courses, basic skills courses, upskilling in upper GI courses and Train the Colonoscopy Trainer and Training the Endoscopy Trainer Courses. Deliver Immersion Training with New Consultants and Trainees closest to CCT being prioritised. Deliver ENTS (Endoscopy Non Technical Skills) Training courses. Deliver network forum for endoscopy nursing teams. Continue cohorts of the National Assistant Practitioner Programme (Endoscopy)/ the Foundations of Endoscopy Practice programme for RN's.	Deliver upskilling for colonoscopy courses, basic skills courses, upskilling in upper GI courses and Train the Colonoscopy Trainer and Training the Endoscopy Trainer Courses. Deliver Immersion Training with New Consultants and Trainees closest to CCT being prioritised. Deliver ENTS (Endoscopy Non Technical Skills) Training courses. Deliver network forum for endoscopy nursing teams. Continue cohort three of the National Assistant Practitioner Programme (Endoscopy)/ the Foundations of Endoscopy Practice programme for RN's.	Deliver upskilling for colonoscopy courses, basic skills courses, upskilling in upper GI courses and Train the Colonoscopy Trainer and Training the Endoscopy Trainer Courses. Deliver Immersion Training with New Consultants and Trainees closest to CCT being prioritised. Deliver ENTS (Endoscopy Non Technical Skills) Training courses. Deliver network forum for endoscopy nursing teams. Continue cohort three of the National Assistant Practitioner Programme (Endoscopy)/ the Foundations of Endoscopy Practice programme for RN's.	Deliver upskilling for colonoscopy courses, basic skills courses, upskilling in upper GI courses and Train the Colonoscopy Trainer and Training the Endoscopy Trainer Courses. Deliver Immersion Training with New Consultants and Trainees closest to CCT being prioritised. Deliver ENTS (Endoscopy Non Technical Skills) Training courses. Deliver network forum for endoscopy nursing teams. Continue cohort three of the National Assistant Practitioner Programme (Endoscopy)/ the Foundations of Endoscopy Practice programme for RN's.	Green	Delivered as planned except basic skills courses (these require phase 2 of the training room build to be completed) - other courses that were scheduled to be delivered in NHS Golden Jubilee have been re-located to other venues in NHS Scotland. We continue to run the network forum for endoscopy nursing teams. We have also continued cohorts of the National Assistant Practitioner Programme (Endoscopy) / the Foundations of Endoscopy Practice programme for Registered Nurses.
4. Planned Care	4634	NHSSA, Learning & Innovation	NHS Scotland Academy	Partnerships	Develop & deliver accelerated training through NHS Scotland Academy	SKPI10 – %age of workforce accessing learning products	**National Ultrasound Training Programme** Increase Ultrasound (US) capacity in NHS Scotland by supporting Boards to train ultrasonographers through a hub and spoke approach and use of dedicated practice educators, in partnership with Scottish Government, Glasgow Caledonia University and University of Cumbria. In 2024-25 the National Ultrasound Training Programme will continue with current delivery (averaging 120-200 US procedures per week through the training lists), and also offers immersive experience to medical trainees. Two cohorts will run in 2024/25 with some of the 11 from cohort one returning for specialist training. Demand for training is greater than can be supported at present and is prioritised by the needs of Boards, their enrolled learners and patient waits.	Continue immersion training, reduce waiting lists by delivering 120-200 procedures a week. Continue to include medical trainees in immersion programme.	Deliver immersion training, reduce waiting lists by delivering 120-200 procedures a week. Continue to include medical trainees in immersion programme.	Deliver immersion training, reduce waiting lists by delivering 120-200 procedures a week. Continue to include medical trainees in immersion programme.	Deliver immersion training, reduce waiting lists by delivering 120-200 procedures a week. Continue to include medical trainees in immersion programme.	Green	Delivered as planned and with the addition of the first three (of four) Masterclasses in Gynaecology, Lower Limb Deep Vein Thrombosis (DVT) and Upper Limb DVT. The Masterclasses have been attended by 70 professionals from across nine Health Boards.
5. Cancer Care	4635	NHSSA, Learning & Innovation	NHS Scotland Academy	Partnerships	Develop & deliver accelerated training through NHS Scotland Academy	SKPI10 – %age of workforce accessing learning products	**National Bronchoscopy Training Programme** To improve lung-cancer outcomes, NHS Scotland Academy will develop curricula, and deliver training in basic bronchoscopy, and in endobronchial ultrasound and transbronchial needle aspiration of mediastinal lymph nodes over a three-year period (2023/24 and 2025/26). We will train 45 respiratory trainees in basic bronchoscopy and 36-48 senior trainees/SAS grades/Consultants in EBUS (endobronchial ultrasound) and TNBA (Trans Bronchial Needle Aspiration).	Support learners using online resources, enable Bronchoscopy skills practice on local simulators - basic to advanced. Support use of EBUS Trans Bronchial Needle Aspiration (TBNA) simulation modules (eight hours of supervised practice in two four-hour sessions ideally separated by three months).	Support learners using online resources, enable Bronchoscopy skills practice on local simulators - basic to advanced	Support learners using online resources, enable Bronchoscopy skills practice on local simulators - basic to advanced. Support use of EBUS Trans Bronchial Needle Aspiration (TBNA) simulation modules (eight hours of supervised practice in two four-hour sessions ideally separated by three months). Run EBUS training day.	Support learners using online resources, enable Bronchoscopy skills practice on local simulators - basic to advanced. Support use of EBUS Trans Bronchial Needle Aspiration (TBNA) simulation modules.	Green	Development and delivery progressing as planned with the first draft of the basic bronchoscopy training pathway under consultation.
9. Digital Services Innovation Adoption	4636	NHSSA, Learning & Innovation	NHS Scotland Academy	Partnerships	Develop & deliver accelerated training through NHS Scotland Academy	SKPI11 – %age learners reporting that learning will improve practice	Support for **Nursing & Midwifery Council (NMC) OSCE (Objective Structured Clinical Exam) Preparation** NHS Scotland Academy supports Boards who have recruited nurses from outside the UK, by helping the new nurses and their supervisors with preparation for NMC OSCEs. This helps the nurses to gain registration so they can practice independently as quickly as possible. Digital support for learning is provided for each of the 10 stations in the OSCE. Resources in Adult Nursing were released in Q2 2022/23 and for MH Nurses and Midwives in Q4 2022/23. A cultural humility resource was launched in Q3 2023/24.	Resources to be actively used by nurses and the educators supporting them, for nurses new to the UK in areas of adult nursing (expected 750 in year), MH nursing (expected 15-20 in year) and Midwifery (expected 15-20 in year). Resources to be updated each time the NMC make changes to the stations.	Resources to be actively used by nurses and the educators supporting them, for nurses new to the UK in areas of adult nursing (expected 750 in year), MH (mental health) nursing (expected 15-20 in year) and Midwifery (expected 15-20 in year). Resources to be updated each time the NMC make changes to the stations.	Resources to be actively used by nurses and the educators supporting them, for nurses new to the UK in areas of adult nursing (expected 750 in year), MH nursing (expected 15-20 in year) and Midwifery (expected 15-20 in year). Launch of Cultural Humility resources this quarter.	Resources to be actively used by nurses and the educators supporting them, for nurses new to the UK in areas of adult nursing (expected 750 in year), MH nursing (expected 15-20 in year) and Midwifery (expected 15-20 in year). Resources to be updated each time the NMC make changes to the stations.	Green	Quarter 1 milestones delivered as planned with resources being used by nurses and the educators supporting them.
9. Digital Services Innovation Adoption	4637	NHSSA, Learning & Innovation	NHS Scotland Academy	Partnerships	Develop & deliver accelerated training through NHS Scotland Academy	SKPI9 – No of times learning products accessed	**Preparation for work in health and social care in Scotland** NHS Scotland Academy has supported Boards and Social Care providers since winter 2021, by providing a digital resource that enables people new to roles in health and social care to be well-prepared. The resource is suitable to be used after interview but before starting work, whilst HR processes are underway, and it is a stop-gap resource whilst the national commission on induction for Healthcare Support Workers (HCSWs) is ongoing. This digital learning programme remains in use with positive feedback and an average of 200 new learners each month (and over 3,600 in total). An annual education review takes place and requested developments will be delivered.	Add additional quizzes for learners to check progress (requested by learners' feedback). 200 new learners to use resource.	200 new learners to use resource.	Develop and publish additional modules. 200 new learners to use resource.	200 new learners to use resource	Green	Quarter 1 milestones delivered as planned with the addition of requested resources and 1,236 new users this quarter.
8. Workforce	4639	NHSSA, Learning & Innovation	NHS Scotland Academy	Partnerships	Develop & deliver accelerated training through NHS Scotland Academy	SKPI10 – %age of workforce accessing learning products	Deliver much of the **National Clinical Skills Programme for Pharmacists** (Independent Prescribing for Community, Primary and Secondary Care Pharmacists). Act as delivery partner of Dundee Institute for Healthcare Simulation to ensure adequate numbers of places are provided in Scotland. Ensure course materials and resources for National Clinical Skills Programme for Pharmacists are available and relevant. Recruit and replenish faculty to deliver programme within NHS Scotland Academy at NHS Golden Jubilee site to share the workload of delivery. Deliver around five days of clinical skills training days for 11 months, with 12-15 learners a day, creating 660 - 825 learner places.	Deliver around 165-206 learner-places each quarter, over 5 days most months with 12-15 places each day.	Deliver around 165-206 learner-places each quarter, over 5 days most months with 12-15 places each day.	Deliver around 165-206 learner-places each quarter, over 5 days most months with 12-15 places each day.	Deliver around 165-206 learner-places each quarter, over 5 days most months with 12-15 places each day.	Green	We have delivered additional days to meet the needs of the University of Dundee with 302 learner-places delivered during 2024/25 Quarter 1.

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							Brief summary of the deliverable, outlining the intended action and what this will achieve in 2024/25.	What you intend to have achieved by Q1	What you intend to have achieved by Q2	What you intend to have achieved by Q3	What you intend to have achieved by Q4		
8. Workforce	4641	NHSSA, Learning & Innovation	Research in Educational Innovation	People	Lead and deliver education, training and CPD across health & social care workforce	Operational	Implementation of approved NES Learning and Education Strategy.	Establish awareness of priority themes 1-4 across NES, through directorate and organisation wide engagements. Ensure commitment of necessary support and resource from across NES to underpin implementation. Continue to utilise LERG and share progress and responsibility for implementation.	Approaches to development across all priority themes (PT) is established and regularly reported via 'dashboard' at LERG, EQEG and EQC. PT 2. Identify and analyse existing practices in setting down learning and career frameworks. Identify common/shared aspects to develop outline methodology. PT 4. Ensure updates to PowerBI records to reflect responsibilities and areas of focus. Ensure operational groups are meeting and making progress and updating records to reflect.	PT 2. Identify data sources that can systematically inform/identify supply and demand pressures and opportunities. Identify and establish key stakeholder group to inform methodology and potential for wider adoption. PT 4. Develop model for proposal of new/extended partnerships from across NES and agree CPG oversight/involvement in the same	PT2. Propose the establishment of a consistent approach and the application of data sources to provide regular udates to insights and ensure utility for WF planning and L&E responses. PT 4. Review operation of CPG and partnership model over the 2024-25 year and propose any enhancement in approach (to be agreed by CPG/ET).	Green	A number of all-staff events and webinars have rasied awareness. Learning and Education Reference Group (LERG) agendas now reflect priority themes from the NES Learning & Education (L&E) strategy and evidence is available that this is directly informing work within directorates (e.g. NES Dental) and across the organisation (e.g. Corporate Improvement Programmes). Further networking and engagement with the Education and Quality Executive Group (EQEG) and Education and Quality Committee (EQC) around implementation will also support this. Dashboard approach to gather insights / information now being developed and will support progress reporting via EQEG / EQC.
9. Digital Services Innovation Adoption	4642	NHSSA, Learning & Innovation	Research in Educational Innovation	Partnerships	Deliver health care research, development and innovation	Operational	Development of Innovation Plan for NES to underpin NES Learning and Education Strategy.	Scoping and engagement activity to inform Innovation Plan: the new Innovation Reference Group meeting monthly and representation within this informing the plan. Consult with board representative regarding governance route for the Innovation Plan including any early preliminary sharing with the Board and committees.	Consolidation and refinement of plan, with early draft preparation. Consultation on specific considerations, for example emergent technologies, rights based approaches and social care; all in the context of workforce education and training. Consideration and early formulation of an accompanying communication plan including engagement opportunities; internal and external to NES.	Development of preparatory materials to introduce and enhance socialisation of the Innovation Plan. Escalation through agreed internal committees and consideration of feedback; prior to final submission to the Board. Confirmation of NES Turas host site within communications plan.	Publication of the Innovation Plan with accompanying internal and external engagement including regional innovation hubs and partner organisations. Agreement of annual innovation workstream deliverables (25-26) which will embody the adoption and application of the Innovation plan.	Green	Monthly meetings of the Innovation Reference Group, alongside multiple external facing collaborative and partnership activity continue to inform the draft innovation plan.
8. Workforce	4643	NHSSA, Learning & Innovation	Research in Educational Innovation	People	Support professionalism in learning, with a focus on digitally enabled learning	Operational	Development of new approach to educational quality assurance and quality management as part of delivering the NES Learning & Education Quality System Project.	Progress to be reported via CIP and TG. All workstreams to be in development stages (i.e. discovery complete).	Key outputs delivered across all 'content' workstreams: Learning design and practice. Educator Quality and competence. Quality of practice learning environment. Outline programme and product specification documents developed to inform fields of information required for governance, process and systems developments.	Clarity over approaches to User Enagement and implementation of Involving People and Communities Framework as part of LEQS. Quality Management Assurance and Enhancement - governance structures agreed, outline business processes and quality cycle agreed. Link between structures, process and Quality Policy Framework established.	Quality Policy Framework developed to include outputs of other workstreams and to reflect agreed approach to implementation of new governance arrnagements and business process. Supporting system specification for LEQS is clear and passed to NTS and used to inform Turas Refresh. Partnering with directorates to establish and embed required structures and roles is underway.	Green	All Quarter 1 milestones have been met. All workstreams now in development stage. Timelines for approval of policy positions and governance structures also agreed.
8. Workforce	4800	NHSSA, Learning & Innovation	New Workforce models: identification & implementation	Partnerships	Support role redesign and service transformation across health & social care	Operational	Complete Scottish Government commission to scope expanded role for NES as Apprenticeship provider.	N/A	Recruit 6-month Senior Specialist Lead post to complete the work. Initial stakeholder consultations held, draft workplan developed.	Continue consultation with partners begun to identify potential roles for NES Apprenticeship provision based on a basic/enhanced/full delivery model.	Complete consultation and present agreed recommendations to Scottish Government.	Green	Due to delays in confirming budget for the recruitment from Scottish Government, this project will now not complete until2024/25 Quarter 4. Milestones have been amended accordingly. Quarter 1 progress: recruitment is underway for the 6-month Senior Specialist Lead post to complete the work, and will be completed by 31 July 2024.
8. Workforce	4801	NHSSA, Learning & Innovation	New Workforce models: identification & implementation	Partnerships	Build capability around workforce supply	18. SKPI18 – Uptake of learning products by sector as %age of total reach	Research existing and develop new consistent methodology for the development of career and learning frameworks / pathways in health and social care, working across NES and with national partners. Initial steps in delivery of priority theme 2 of NES Learning & Education Strategy. Deliverable - clear proposal on methodology and established group of stakeholders for agreement and delivery of new methodology ahead of testing.	Identify the appropriate resource/capacity to establish this work.	Identify and analyse existing practices in setting down learning and career frameworks. Identify common/shared aspects to develop outline methodology.	Identify data sources that can systematically inform/identify supply and demand pressures and opportunities. Identify and establish key stakeholder group to inform methodology and potential for wider adoption.	Propose the establishment of a consistent approach and the application of data sources to provide regular udates to insights and ensure utility for WF planning and L&E responses.	Amber	Progress is being made in relation to Quarter 1 milestones, with a staffing proposal reviewed by the NES Change Management Programme Board. This should add to capacity, subject to relevant HR processes / requirements being met. However, it is likely that the associated moves and establishment of this work will push into 2024/25 Quarter 2. Updates continue to be provided via the NES Learning and Education Reference Group (LERG) and socialised with the wider NES staff community. This work is linked to the implementation of the NES Learning and Education Strategy (Deliverable 4642). There are also links into / between Innovation and Workforce Diversification and Learning Strategy and Collaborations teams being actively explored and will be facilitated via this work.
8. Workforce	4802	NHSSA, Learning & Innovation	Education, training & workforce development	Partnerships	Deliver health care research, development and innovation	23. SKPI23 – no of education, research & strategic collaborations	Develop partnership work to support innovation in learning and education through collaboration.	Throughout Q1 to Q4 as partnerships are confirmed: To agree specific targets for each agreed partnership, with links to outcomes which accelerate delivery of both Innovation and NES strategy. ANIA: As a lead partner, inform workforce and education needs within the Accelerated National Innovation Adoption (ANIA) workstream. Continuously inform and evolve a systems process regarding workforce and education needs, increasing application of training resources with avoidance of duplication. To review, inform and return ANIA SLA. Deliver ANIA seminar at NES annual event. Initiate regular regional innovation hub meetings; north, east and west. Completed retrospective review of digital dermatology (ANIA) as a component of DHI NES partnership activity. Lead engagement with NMIS for fore sighting topic agreement. Contribute to development of and regulatory approval of pilot Operating Department Practitioner (ODP)	Consolidate findings from exploratory innovation engagement with NHS Fife/ St Andrews University (east region). Participate in North innovation hub showcase event. Complete DHI NES mental health focused immersive simulation workshop, informing future innovation bid potential. Commence engagement with DHI led Morayshire skills programme group. Collaborative hosting of Morayshire widening access and youth opportunities event. Complete a first report on NES DHI partnership activity. Engage with Horizon Eu Scotland showcase exploring collaborative opportunity specific to innovation Agree foresighting focus with NMIS, supporting initiation of activity. Contribute to comms planning for delivery of pilot ODP GA qualification / consolidate service understanding	Meet with regional innovation hubs separately and collectively. Lead NES DHI collaborative engagement with confirmation of ongoing/ new opportunities. Continuing eng't with DHI Morayshire skills group, informing regional workforce recruitment opportunity. Following Morayshire NES led event, draft strategic plans for collaborative activity 25-26. For pilot ODP GA - consolidate service understanding of resources available to support learners and those supporting them. Contribute to Scottish Government / Scottish Funding Council review of the pilot qualification development process.	Consolidate engagement with regional innovation hubs and regional planners to inform planning, next business year. Consolidate NES DHI partnership working, including new potential. Consolidate engagement and opportunities regarding Horizon Eu and other innovation exploration potential. Complete internal review /evaluation of the process to develop and deliver pilot ODP GA qualification and share findings within NES.	Green	NES actively contributing to development of the pilot Operating Department Practitioners (ODP) Graduate Apprentice standard which has received Higher Education Institutions (HEI) provider approval and has met the Skills Development Scotland Apprenticeship Approvals Group criteria in principle. Regulator approval is pending - the regulator has provided a 'letter of comfort' to enable Health Boards to commence recruiting candidates for autumn 2024 entry. This work is being delivered in collaboration with Skills Development Scotland and the Scottish Funding Council. Accelerated National Innovation Adoption (ANIA): ANIA seminar delivered at NES Annual Conference (April 202). Progress made in developing education and workforce (E&W) plan for value case for genomics programme (Stroke clopidrogrel and neonates gentamicin). Same format of E&W plan used for digital dermatology implementation so evolving and streamlining systems process. In partnership with the Digital Health and Care Innovation Centre (DHI), we ran a Mental Health focused XR immersive simulation workshop to inform future potential activty. Outputs from this now taken forward via intensive summer short life working group.

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8. Workforce	4803	NHSSA, Learning & Innovation	Education, training & workforce development	Partnerships	Deliver health care research, development and innovation	24. SKPI24 – no of innovation initiatives with NES investment	Deliver fellowship activity to support innovation in learning and education through collaboration.	**All Fellowship activity funding dependent** CSO innovation: support fellows learning session. Strategic engagement with CSO -enhancing potential with NES. Deliver Fellowships seminar at NES annual event.	All Fellowship activity funding dependent CSO innovation: inform recruitment intention; support existing fellows learning session. Fellowships in Clinical AI (FCAI): commencement and support of 2 fellows on CAI programme, establish link with NES Innovation workstream. Preparation and confirmation of potential funding streams for next cohort. Clinical Entrepreneurs Programme (CEP): support existing cohort learning sessions. Follow on engagement with 3 entrepreneurial fellows.	All Fellowship activity funding dependent CSO innovation: support promotion and recruitment activity FCAI: preparation and release of Scottish recruitment. Ongoing support of first fellows including engagement with project placement and course lead. CEP: engage with new fellows, support learning sessions. Confirm any future engagement in 2025 programme	All Fellowship activity funding dependent CSO innovation: support recruitment outcomes and continue engagement in fellows learning sessions. Review NES strategic engagement with CSO innovation activity, informing planning 25-26 FCAI: complete recruitment and cohort allocation. Prepare new intake comms plan 2. Sense check progression of first cohort. Prepare and agree plan for ongoing link for fellows with NES and NHS Scotland; legacy connection.	Green	Fellowships seminar delivered at NES Annual Conference (April 2024) with good audience engagement and positive feedback. This and other Fellowship activity will be hosted on the workstreams evolving new TURAS pages - for outwards audience engagement. NES support for entrepreneurs spring learning session. Engagement with Scottish Government Chief Scientist Office led Innovation fellows activity and planning for next cohort. Led first internal meeting to collate and appreciate the full offering of fellowship type opportunites supported by NES.
8. Workforce	4804	NHSSA, Learning & Innovation	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	12. SKPI12 – %age learners scoring learning as 80% or above	Develop Strategy and Collaborations Team to support new NES Learning and Education Quality System (including Scottish Credit and Qualifications Framework (SCQF) Credit Rating Body (CRB) functions) and wider NES Learning and Education Strategy. Includes integration of existing Knowledge Management and Discovery Business Unit and establishment and resourcing of new business processes and support.	Onboarding of new Principal Educator (Learning and Education Quality). Embed approaches to working with PMO and wider NES teams through development stages of LEQS programme (CIP). Integrate KM&D Teams and initiate workstream leadership meetings on a regular basis to include Principal Educator (L&E Quality) and Principal Lead (KM&D).	To have identified and formed key relationships within directorates and NES governance structures to establish positive ways of working and to build understanding of LEQS impacts/new business processes. To have identified resource/capacity across NES to develop and deliver on priority themes 2 and 4 within L&E Startegy with support of NES senior colleagues. To have further clarity on central vs directorate responsibilities for operational management of LEQS as BAU and resource implications of maintaining ECF and supporting resources. Model of business partnering and sharing good practice scoped.	Establish and agree support model for LEQS and business partnering with directorate teams. Begin to develop workplan/quality cycle procedure and calander of LEQS quality events.	Familiarise NES teams with use of new business processes and systems for LEQS quality cycle. Business partner with directorates as part of LEQS implementation.	Green	All Quarter 1 milestones have been met. Principal Educator (Learning and Education Quality) is now playing an active role in NES Learning Education Quality System (LEQS) and Corporate Improvement Programme (CIP) workstreams. Initial leadership team meeting has been held and further meetings scheduled.
8. Workforce	4805	NHSSA, Learning & Innovation	Education, training & workforce development	People	Support role redesign and service transformation across health & social care	23. SKPI23 – no of education, research & strategic collaborations	Workforce Diversification and Medical Associate Professions (MAPs) **(subject to funding)**. Continue high level strategic communications and engagement with national lead organisations / Scottish Government (SG). In collaboration with SG, progress the recommendations from the NES MAPs report.	Represent NES in the new SG led MAPs programme management group to establish structure and governance mechanism for MAP activity. To engage with the MAPs workstream within the Workforce reform project, with continuity of activity across Q1-4. Deliver MAPs seminar at NES annual event **All MAPs activity funding dependent**	Recruitment and orientation for new staff /capacity to establish a revised MAPs workstream in NES Medical by Q3.Collaborate with NES medical to transfer over MAPs activity by Q3. All MAPs activity funding dependent	To complete co- chairing of the NHS E WTE MAPs Career Development Framework task and finish group, including commentary input to the Scottish consultation for a four nations approach prior to final publication. All MAPs activity funding dependent	Final reporting and hand over of all elements of MAP activity from Workforce diversification workstream to NES medical by end of fourth quarter. Progress Advanced Critical Care Practitioners (ACCPs) targeted activity, in line with the NES MAPs report and recommendations. [aligned to NMAHP Transforming Roles - ACT0004694] All MAPs activity funding dependent	Green	Medical Associate Professions (MAPs) seminar successfully delivered at NES Annual Conference (April 2024). Funding decisions at Scottish Government (SG) subject to significant delay; SG-led Programme Management Group is paused. General Medical Council (GMC) consulted on 'Regulating Anaesthesia Associates and Physician Associates – proposed rules, standards and guidance'. Workstream led and informed the NES corporate response. Activity regards MAPs Implementation Programme and structure and mechanism to meet GMC regulatory requirements is ongoing within limited team capacity. Workstream NES annual event. Associate Director delivered MAPs workshop at a national event held by Healthcare Education and Improvement Wales (HEIW). Complex communication needs to continue, to inform NES position and any organisational responses required which are multiple.
8. Workforce	4806	NHSSA, Learning & Innovation	Research in Educational Innovation	Performance	Maximise NES's efficiency and demonstrate best value	23. SKPI23 – no of education, research & strategic collaborations	Develop consistent approach to education and innovation partnerships working across all NHS Scotland Academy, Learning &Innovation directorate teams, Planning & Corporate Resources directorate and NES Directorates. Initial step in delivery of priority theme 4 of NES Learning and Education Strategy. Deliverable - organisational record of partnerships for learning and innovation, consistent approach to formation, approval and governance.	Agree sponsorship arrangements for existing partnerships and those in development (with AD Innovation and WF Diversification). Continue to operate Collaborative Partnership Group and embed model approved by Exec Team.	Ensure updates to PowerBI records to reflect responsibilities and areas of focus. Ensure operational groups are meeting and making progress and updating records to reflect.	Develop model for proposal of new/extended partnerships from across NES and agree CPG oversight/involvement in the same.	Review operation of CPG and partnership model over the 2024-25 year and propose any enhancement in approach (to be agreed by CPG/ET).	Green	Collaborative Partnership Group continues to meet. Dashboard and partnership definitions developed, with clear sponsorship arrangements in place for existing partnerships. Reporting for Strategic Key Performance Indicators now established.
9. Digital Services Innovation Adoption	4807	NHSSA, Learning & Innovation	Education, training & workforce development	Performance	Refresh learning experience platforms	33. SKPI33 – Benefits realisation/ROI from corporate change activities	**Subject to approved funding**, plan and deliver on Phase two of the TURAS Refresh Project which aims to have a pedagogically driven, digitally enabled online learning and training environment which is personalised, accessible and future-proofed. Additionally, begin phase three which includes the further scoping of key functional outputs e.g. passporting, prospectus and reporting.	Submission of the outline business case detailing the strategic imperative, economic and societal benefit, high level financial projection and indicative programme plan.	Completion of the Full Business Case informed by planning, development and discovery work in Q1. Developed and enhanced economic case to include in FBC.	Initial recruitment and foundation technical activity (including solution architecture). Ongoing discovery work with a focus on user experience. Assessment of business processes and capacity to ensure sustainability.	Development of Phase 3 functional requirements dependent on programme plan established in Q1 and Q2.	Amber	TURAS Refresh Outline Business Case submitted to Scottish Government on 22 May 2024 with acknowledgement received on 21 June. Awaiting further response. Marked as Amber owing to associated risk to Programme of activity being subject to funding.
8. Workforce	4372	NMAHP	Education, training & workforce development	Partnerships	Build capability around workforce supply	SKPI10 – %age of workforce accessing learning products	Support nurses and midwives to return to practice through commissioning of Nursing & Midwifery Council (NMC) -approved return to practice programmes and the Test of Competence route. Dependent on funding, we will evaluate of the experience of those returning or considering returning to the NMC register via the approved programme or Test of Competence route, and their employers, to identify drivers and barriers to make recommendations that would attract potential returners and increase numbers.	Commission the Return to Practice programme following a re-tendering excercise and dependent on funding from Scottish Government, tender for the evaluation.	Work with employers to promote the Return to Practice programme and test of competence to potential returners.	Support recruitment to national programmes.	Support recruitment to national programmes and report on results from national evaluation if this is undertaken.	Green	Retendering exercise is underway. Applications have now closed and an evaluation meeting has taken place and negotiations with preferred supplier have started. Funding has been confirmed by Scottish Government to fund places on the programme. Funding has not been awarded for the evaluation.
8. Workforce	4685	NMAHP	Education, training & workforce development	Partnerships	Provide equality & human rights education	SKPI11 – %age learners reporting that learning will improve practice	Continue to develop education resources to support workforce practice in relation to Learning Disabilities (LD) including Essentials of LD, Dementia & LD, Health Inequalities and Health Checks for people with LD.	Plan scoping of workforce needs in relation to health checks	Develop 1 education resource in dementia & LD. Undertake workforce scope	Deliver 1x masterclass based on essentials of LD	Deliver 2x masterclass based on essentials of LD	Green	Support and embedding of Essentials of LD; (NMAHP and psychology directorate) reviewing early feedback on the resources and developing the plan for implementation and evaluation. Health Checks - Initial planning regarding the workforce needs in relation to health checks started. NES representation on the Health Checks Implementation Group. Dementia resource - links made with LD and non LD teams made to further identify any existing resources.
3. Mental Health	4321	NMAHP	Education, training & workforce development	People	Develop education, training and tools to support delivery of realistic medicine and value based health and care	SKPI11 – %age learners reporting that learning will improve practice	Working in partnership with Public Health Scotland, and following the impact evaluation of the Mental Health Improvement and Suicide Prevention Knowledge and Skills Framework,, we will adapt existing or develop new resources to meet the current educational / development needs of the health, social care and wider public sector workforce.	Review the draft content developed in 2023/2024 for a mental health inequalities resource	Work with lived experience panel to inform design of education resource	First draft of digital mental health inequalities learning resources	Produce final version of digital learning esource	Green	Draft content reviewed during Quarter 1. Engagement with the Lived and Living Experience Panel (LLEP) commenced.
3. Mental Health	4322	NMAHP	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI11 – %age learners reporting that learning will improve practice	In response to the Suicide Prevention Scotland – Creating Hope Together Delivery Plan (2023/24) we will develop a learner pathway within the Knowledge and Skills Framework (KSF) with a focus on where there is a greater risk for suicide, enhance the mental health improvement and suicide prevention learning resources and facilitation resources and undertake an independent evaluation of the skilled level facilitation resources.	Deliver 1 masterclass and start planning evaluation	Recruit 6 areas of practice to develop and test learner pathway. Commission independent evaluation of skilled level facilitation resources	Deliver 1 masterclass and recruit 2 further areas of practice to develop and test learner pathway	Deliver remaining masterclasses and produce evaluation report for skilled level facilitation resources	Green	Planning and preparation for Skilled Level Facilitator Evaluation commenced. Masterclass delivered in May 2024.
8. Workforce	4328	NMAHP	Education, training & workforce development	People	Workforce development to increase capacity & capability across social care workforce	SKPI10 – %age of workforce accessing learning products	Further development and testing of the New to Skilled dementia resource to support workforce to improve the experience, care, treatment, and outcomes for people with dementia, their families, and carers in hospital and community settings.	Agree plan and partership approach with other organsations eg SSSC, HIS, CI and prepare joint bid to SG Dementia policy team (including 'new to skilled' resource).	Further test and evaluate the draft new to skilled resource with a minimum of two test sites, including exploration of local and/or national infrastructure required to support implementaiton	Revise new to skilled content and delivery approach following feedback and evaluation	Produce final version of new to skilled resource and infrastructure to support implementation	Green	A proposal to support Dementia Ambassadors to participate in a Pilot of the 'New to Skilled' resources has been sent to the Scottish Social Services Council (SSSC) - awaiting response regarding capacity to support. Piloting planned in acute general hospital setting during July and August 2024.
8. Workforce	4329	NMAHP	Education, training & workforce development	People	Workforce development to increase capacity & capability across social care workforce	SKPI10 – %age of workforce accessing learning products	Support specialist dementia care, care home and care-at-home staff to enable them to: - bring about change and improvements in the delivery of dementia care, - develop local capacity and capability in dementia practice, - take forward workforce education and training developments to support implementation of the Promoting Excellence framework.	Review findings and recommendations of Dementia Specialist Improvement leads and dementia champions evaluation	Revise DSIL programme taking into account evaluation findings and priority areas/focus as advised by SG SLWG	Commence one revised DSIL cohort for multiprofessional staff from health and care to build capacity and deliver dementia education across the wider workforce	Continue DSIL cohort	Amber	Review of findings of evaluation requires team consideration on next steps and is subject to funding. Conversations regarding the NES dementia focus (including the DSIL programme) are continuing with the Scottish Government policy team. This is in light of the move of the dementia policy team to the Social Care directorate in Scottish Government.

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8. Workforce	4338	NMAHP	Education, training & workforce development	People	Develop education, training and tools to support delivery of realistic medicine and value based health and care	SKPI10 – %age of workforce accessing learning products	Support the development of the specialist health care chaplaincy / spiritual care workforce and the wider health and care workforce, in line with the recommendations in the 'Discovering meaning, purpose and hope through person centred wellbeing and spiritual care: framework'.	To review the findings of the spiritual care supervision survey and conduct follow up focus groups/interviews	To deliver 1 supervision related activity, 1 webinar (topic to be decided) and awareness raising sessions around new spiritual care resources for the wider workforce.	To deliver 2 VBRP and 1 CCL education activities and a webinar on spiritual care leadership	To deliver 1 VBRP and 1 CCL education activities	Green	One VBRP CPD session has been delivered. Discussions underway with NMAHP colleagues re the existing supervision modules and their suitability for the spiritual care workforce (linked to the findings in the survey). Plan for workshop/event in Quarter 2 or 3 depending on feedback from service.
8. Workforce	4341	NMAHP	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI24 – no of innovation initiatives with NES investment	Utilising the network of Allied Health Professions (AHPs) Practice Education Leads (PELs), the Nursing & Midwifery Practice Educators, Practice Education Facilitators (PEFs), Care Home Education Facilitators (CHEFs), facilitate contemporary, diverse and sustainable learning environments across all health and social care sectors that will enable the NMAHP workforce to comply with regulatory bodies' (Nursing & Midwifery Council and Health & Care Professions Council) requirements for quality practice education.	"NMAHP: Progress and report continued activity to increase, modernise and diversify placement capacity through innovative and sustainable models of delivery. Gather examples via a minimum of 8 practice education annual board visits. NM: Develop Year 3 assessment documentation for N&M ePAD and work with one additional university to plan implementation. AHP: Explore electronic solutions to assessment documentation for two AHP professions. Progress electronic solution for Paramedics ePAD.	"NMAHP: Progress and report continued activity to increase, modernise and diversify placement capacity through innovative and sustainable models of delivery. Utilise feedback from Practice Education board visits to inform HEI performance enhancement process for NM and paramedic degree programmes. NM: Further development of remaining assessment documentation for Year 3 in ePAD and work with 1 additional university to plan implementation process. AHP: Test e-pad protoype for two professions Host event to consider the advantages, challenges and potential solutions of Paramedic Placement Weeks "	"NMAHP: Progress and report continued activity to increase, modernise and diversify placement capacity through innovative and sustainable models of delivery. Inform operational planning process for priority areas of NES practice education support gained via report of successful activity. NM: Implement year 3 assessment documentation for the University of Dundee and implement ePAD in Year 1 of one additional university. AHP: Go live with epad for two professions with approx 3 HEIs and test epad prototype for third profession Devise action plan based on outcomes from the Paramedic Placement Event"	"NMAHP: Progress and report continued activity to increase, modernise and diversify placement capacity through innovative and sustainable models of delivery.Celebrate and share the key achievements of the pre-registration and practice education programme to enhance the capacity of placement and the quality of the learning environment. NM: Plan onboarding of new academic year for 2 universities and develop a roll-out plan for other universities AHP: Continue roll out of epad for with relevant outstanding HEIs and for third profession Implement Action Plan for Paramedic Placement Week"	Amber	NM update Placement capacity continues to increase and diversify inclusive of forensic rotations, strategic leadership placements and physical activity placements. 14 NHS Board annual reviews are now complete. Nursing ePAD pilot phase complete and BAU for one HEI from July 2024. Currently testing NMAHP admin support for ticketing requests to support NES digital team. AHP Update 7 Practice Based Learning (PrBL) PELs in post until end March 2025 focusing on projects to progress PrBL including through the use of PAL and long arm supervision models. Work awaiting outcome of digital prioritisation decisions. Prototype for paramedic ePAD developed last year by HEI colleagues and physio developed by professional body and HEI colleagues. Awaiting confirmation of digital support for this work.
8. Workforce	4350	NMAHP	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI11 – %age learners reporting that learning will improve practice	Subject to funding, the quality of the NMAHP practice learning environment will be developed and maintained by the PEF/CHEF/PEL/PE infrastructure. Evidence-based developments and improvements will be made to provide quality assurance of the NMAHP practice learning experience for NMAHP students and learners. Ongoing quality assurance of commissioned NM and Paramedic Programmes.	NM (Nursing & Midwifery): Work with key stakeholders to quality assure the learning environment and student experience. Subject to funding, annual maintenance and improvements of the Quality Management system (QMPLE - N&M) are agreed in response to user feedback. AHP: Conclude options appraisal to consider best approach regarding procurement of suitable QMS system - whether internal, external, interprofessional and/or AHP specific. Updating and confirming the minimum specification of the AHP QMS system required. Scoping the information required regarding numbers and attributes of AHP Practice PLEs and Practice Educators and define the methods to be used to gather this information robustly. NMAHP: Work in partnership with NES Directorates to develop MDT approach to quality management of a learning environment	NM: In response to system user feedback, continue to support and maintain the practice education infrastructure and QMPLE system and deliver on agreed actions. AHP: Develop procurement documentation and processes required. Set up a test site with one health board and/or profession to test the gathering of data required re PLEs and Practice Educators. MAHP: Continue to work in partnership with NES Directorates to develop MDT approach to quality management of a learning environment.	NM: In response to system user feedback, continue to support and maintain the practice education infrastructure and QMPLE system and deliver on agreed actions. AHP: Extend test sites to include a further 2-3 pilot areas, continue data collection for QMS. Awareness raising and comms to AHP Workforce and stakeholders re QMS initial functionality. Agree implementation plan for QMS build (following procurement outcomes in Q2). NMAHP - Continue to work in partnership with NES Directorates to develop MDT approach to quality management of a learning environment.	NM: To have maintained and further enhanced the quality of the learning environment. AHP: Respond to feedback from pilot testing ensuring compatibility with QMS build underway. Extend test sites to include a further 2-3 pilot areas (approximately 6 areas in total). Working closely with build team for the QMS, progress details of implementation plan. NMAHP: Continue to work in partnership with NES Directorates to develop MDT approach to quality management of a learning environment.	Amber	NM update Ongoing maintenance and system developments for the QMPLE system continues as planned. Verbal feedback from NHS Boards during NHS Board annual reviews indicate that students are satisfied with the quality of their learning experiences and the support they receive from the Practice Education network. AHP Update Options appraisal completed last year is currently with the NES NMAHP senior team. Awaiting funding confirmation to continue this vital work with additional senior educator capacity required to undertake scoping work of practice educators. NMAHP update Work to develop draft MDT standards for managing the quality of the practice learning environment is ongoing with the first draft of standards nearing completion.
8. Workforce	4352	NMAHP	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI11 – %age learners reporting that learning will improve practice	Support the ambitions of The Infection Prevention Workforce Strategic Plan 2022- 2024 and the National Learning and Development Strategy for the Specialist Healthcare Built Environment Workforce (2021-2026) by developing an Infection Prevention and Control Education Strategy which identifies and identifying the Infection Prevention Control (IPC) / Antimicrobial Stewardship (AMS) workforce and their learning requirements based on their role.	Undertake a gap analysis to identify existing infection prevention and control and antimicrobial stewardship from general to specialist levels.	Undertake a literature review of existing infection prevention and control and antimicrobial stewardship strategies.	We will develop an Infection Prevention and Control Education Strategy by collaborating with stakeholders.	Draft the development of early-stage general infection prevention and control educational curriculum that supports the identified learning needs, considering the varying roles within the Infection Prevention and Control/Antimicrobial Stewardship workforce.	Red	Development of both Infection Prevention Control (IPC) Specialist and Antimicrobial Stewardship (AMS) Generalist Education Frameworks currently still in progress. This has delayed the gap analysis stage of the workplan.
8. Workforce	4356	NMAHP	Education, training & workforce development	People	Workforce development to increase capacity & capability across social care workforce	SKPI11 – %age learners reporting that learning will improve practice	Develop and maintain education to support the health and care workforce to transform policy into practice that will align with the National Infection Control Prevention and Control Manual, including the National Infection Prevention and Control Care Home Manual, the UK national action plan for Antimicrobial Resistance and aligning Standard Infection Control Precautions, Transmission Based Precautions, Outbreaks and Incident Management; and delivering the Healthcare Built Environment learning and development strategy.	We will manage and maintain the educational governance of the existing product estate through educational governance activities and will progress a phased approach to reduce our product estate by up to 50% in 2024 - 2025.	create the structure for a new Antimicrobial Stewardship Zone on Turas Learn	We will map existing Antimicrobial Stewardship resources against the new framework	We will design and implement educational solutions to meet the learning needs that cater to different learning styles, including 5 animations, 3 training events/workshops and 2 recorded sessions, either presentation or podcasting to support transmission-based precautions, outbreaks and incident management and the deliverables of the Healthcare Built Environment learning and development strategy.	Green	We have now updated all nine modules of the Decontamination for Resusable Medical Devices Programme. Review of Antimicrobial resources is ongoing. A programme of work has commenced to move all 28 Foundation Layer modules and assessments to a new, more accessible authoring tool (Articulate Rise). Key reason for delays are team capacity and lack of availability of subject matter expert reviewers. Training Initiatives and Collaborative Efforts: •Initiated collaboration with ARHAI Scotland to support a Gram-Negative Bacteraemia IPCT session and develop a Transmission Based Precautions e-learning module. This module will be integrated into the foundation layer of SIPCEP. •Working in partnership with ARHAI Scotland as strategic partners to strengthen synergy around educational governance for IPC learning resources and National Infection Prevention & Control Manual and Care Home IPC Manual updates. Consultative Engagements: •Provided feedback on NHS National Services Scotland consultations that impact IPC guidelines, including, Headwear, Healthcare Water Systems, and Patient Placement, Isolation, and Cohorting.
6. Health Inequalities and Population Health	4361	NMAHP	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI27 – no of NES programmes demonstrating active engagement of people with lived experience	Develop a Transgender Care Knowledge and Skills Framework which will be accessible for the NHS workforce in Scotland with relevant learning resources to support best care of trans people accessing services in the NHS.	Signoff final framework and handover to design. To be launched as Umbraco website by end of May. Public launch with strategic partners for mid June. Complete scoping report and map gaps for training materials.	Support boards with implementation plan based upon training analysis and scoping. Identification of and, where needed producing plans for developing, training materials based upon KSF levels. Commence work on Young People's Framework.	Continue to develop training materials; pilot and prove delivery strategy. Complete work on KSF for young people. Launch event to support workforce development from skilled to enhanced levels.	Continue to deliver training at all levels. Evaluate progress and tune materials as appropriate. Identify and report on work still outstanding.	Red	Launch of main Knowledge and Skills Framework (KSF) product has been postponed and is currently anticipated for September 2024. This delay is as a result of a combination of the impact of UK general election, Scottish Government's review of gender services, and internal NES capacity within the digital and design teams. Scoping survey relating to educational landscape has closed and results analysed. Early stage meetings with potential partners has begun.

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8. Workforce	4364	NMAHP	Workforce data	People	Support role redesign and service transformation across health & social care	SKPI28 – %age of technology\, data and digital developments which are shaped by staff\, learner and partner feedback	Continue to develop a robust and consistent approach to classifying and gathering Allied Health Professions (AHP) workforce data throughout 2024/2025. This activity will support implementation of recommendations in the Scottish Government AHP Workforce and Education review .	Pilot sites and Professions Identified and Governance and Oversight Group etsablished	Pilot data capture and reporting Host one workshop to support use of tools and educational resources that support AHP workforce planning	Draft Guidance and governance fraweworks to support robust and consistent AHP workforce planning	Evaluate processes and produce report on the pilot of 2 professions and lessons learned to support roll out to other ahp porfessions	Green	National approach involving all boards developed for Orthotics and being signed off. 3 Boards (Lothian, Greater Glasgow and Clyde and Grampian) have completed deep dives of data for Dietetics and NHS Borders in progress. Currently in introductory stage and negotiation with Radiography, Occupational Therapy and Prosthetics. It has been agreed that governance and oversight for this workstream will be through the Scottish Government (SG) Transforming Roles Steering Group. Test Site for educational resources to support NMHAP workforce planning under development. Continue to promote work at strategic level with presentation to EWR, Transforming Roles Steering Group, Data Intelligence Group and the Allied Health Professions Federation Scotland (AHPFS). Continue to make connections and links with other ongoing work in Public Health Scotland, Healthcare Improvement Scotland, Scottish Radiology Transformation Programme (SRTP) and Neurology SG Clinical priorities lead
8. Workforce	4368	NMAHP	National Digital Platform	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI11 – %age learners reporting that learning will improve practice	Ensure that the Flying Start programme will be fit for purpose and have a demonstrable impact on the development and retention of newly qualified NMAHP practitioners in their first year of practice, linking to preceptorship.	Launch refreshed content	Publish leads' and managers' page on learning hub.	Collate initial feedback on refreshed content and learning hub.	Work with leads to respond to feedback and ongoing refinement.	Green	Continue to promote and embed action plan for the implementation of the recommendations from the external review of programme. Working with Flying Start (FS) Leads Group we have recruited members to three short life working groups: 1.Publicity Group to promote and highlight new content in the learning units, guidance documentation and the learning hub 2. Content Group to continue to refine and develop new content in relation to evolving priorities and promote EQIA action plan . 3.Impact Group to review data and KPIs needed to demonstrate the impact of the FS programme for NQPs, facilitators and line managers
9. Digital Services Innovation Adoption	4374	NMAHP	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI2 – Staff with time to support learning	Work to enhance NES's NMAHP and Support Workforce TURAS Portfolios, with improved access, greater functionally and better analytics, to support appraisal and professional body revalidation, and re-registration and career planning.	Sign off final draft of external evaluation. Engagement of stakeholder forum every 2 months regarding external evaluation recommendations and communication and engagement strategy. Link with TURAS refresh team regarding impact this may have in relation to portfolio re-fresh.	Continue engagement of stakeholder forum regarding evaluation recommendations and the communication and engagement plan which will include development of digital resources.	Work with digital team regarding recommendations which are subject to the TURAS refresh. Continue engagment with stakeholder forums.	Digital to have updated the portfolios and commencement of the communication and engagement strategy. Robust impact measurement strategy will be in place.	Green	Final review and sign off relating to the external evaluation of the professional portfolios by Harlow Consulting has been completed and we are awaiting the final designed report which we can then be published on TURAS. There is ongoing engagement with the three user forums (nursing and midwifery, AHP, support workforce) with regards to working on recommendations from the evaluation in relation to the portfolio functionality and communication and engagement plan. Links to the TURAS refresh project team have been made which imply no significant impact on the portfolio review project.
1. Primary and Community Care	4376	NMAHP	Workforce data	People	Support role redesign and service transformation across health & social care	SKPI11 – %age learners reporting that learning will improve practice	Ensure commissioned education will be available for nurses in the community to progress through the NES integrated community nursing development pathway to support delivery of community nursing services.	Host national Stakeholder group and support commissioned HEIs to recruit up to 60 nurses for the PGCertificate ICN for September 2024. Begin to work with stakeholders to review the impact of the integrated community nursing pathway and discuss potential education options for this workforce for the future.	Continue to work with stakeholders and agree education requirements for this workforce. Nurses who commenced the Graduate Diploma in September 2023 to continue onto second/final year of course in September 2024.	Refresh content of the digital resources to support the integrated community nursing workforce. Commence tender process for education provision in 2025/6 to support the pathway in response to stakeholder review, workforce requirements and availability of funding from Scottish Goverment.	Host National Stakeholder group to monitor and evaluate progress and plan for 2025/26 entry	Green	Baseline funding has been secured and a communication has been sent out to employers (NHS Health Boards, Prison Healthcare, Care Homes) inviting nominations for the Postgraduate certificate course commencing September 2024. Returns were due in to NES by 17 June and successful nominees have been informed and provided with instructions for applying to their HEI for a place on the course. National Stakeholder Group meeting took place on 14 May 2024, and we are now planning review with stakeholders, to commence September 2024.
8. Workforce	4377	NMAHP	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI10 – %age of workforce accessing learning products	Ensure the Healthcare Support Worker workforce is provided with high quality learning, education, succession and career planning pathways to support delivery of new and emerging models of care.	Continue to action Scottish Government Healthcare Support Worker (HCSW) commission objectives in respect of career pathways and articulation routes. Commence development of HCSW learning survey questions to explore and understand workforce learning and development needs and develop communication plan. Deliver support workforce learning on the GO online events.	Undertake HCSW learning survey. Evaluate the pilot of the PDA Education, Training and Assessment and record lessons learned for future intakes. Deliver support workforce learning on the GO online events.	Commence data analysis from HCSW learning survey. Continue to deliver support workforce learning on the GO online events, analyse event evaluation and build in lessons learned and recommendations into planning for support workforce learning week 2025. Progress actions from Scottish Government Healthcare Support Worker (HCSW) commission.	Conclude data analysis from HCSW learning survey and produce national report with recommendations. Continue planning for support workforce learning week 2025. Progress actions from Scottish Government Healthcare Support Worker (HCSW) commission.	Green	Discussions underway with Scottish Government regarding future direction and next steps in respect of Healthcare Support Worker (HCSW) commission. Hosted a workshop on 09.05.24 on nursing HCSW roles providing an opportunity for boards to discuss work currently being undertaken, share good practices, learn the impact these roles are having on services and patient care. HCSW national learning survey has been developed along with communications plan and goes live 03.07.24. Delivered a session on 04.06.24 on SCQF or equvalency what does this mean for you as part of the Support Workforce Learning on the GO event series and planning underway for two session in Q2.
8. Workforce	4380	NMAHP	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI9 – No of times learning products accessed	In line with the Health and Social Care National Workforce Strategy, we will support development of a high-quality, skilled and sustainable NMAHP acute workforce with education and training aligned to workforce requirements; to meet service need with data informed and evidence-based approaches.	Explore feasibility of a self/alternatively funded Non-medical gastrointestinal (GI) endoscopy cohort. Complete data gathering phase of non-medical cystoscopy pilot evaluation. Plan engagement for national Perioperative event and promote refreshed Perioperative Career Development Framework. Pilot of ODP work-based degree programme – communications to support boards to recruit learners to new programme. Continue to support promotion for adoption of STN framework	Confirm final feasibility of a self/alternatively funded GI endoscopy cohort. Data analysis and write up for non-medical cystoscopy pilot evaluation. Host national non-medical endoscopy education event. Review the Career Development Framework for Perioperative Practitioners to determine alignment with revised NMAHP & HCSW Development Framework. Activity for STN dependent upon emerging outcomes of strategic national discussion	Final publication of non-medical cystoscopy pilot evaluation and recommendations for future delivery. Plan national non-medical endoscopy education event. Review the Career Development Framework for Perioperative Practitioners to determine alignment with revised NMAHP & HCSW Development Framework. Activity for STN dependent upon emerging outcomes of strategic national discussion	Hold national event for non-medical endoscopy- assess feedback from event and develop action plan for future educational needs. Evaluate the Core Competency Framework for Anaesthetic Practitioners revised in Feb 2024	Green	Endoscopy cohort feasibility - SBAR distributed to all relevant stakeholders exploring potential for a fallow year and need for alternative funding options. Agreement secured with HEI that the programme can run, should sufficient regional self-funding interest develop (minimum 8 places required). Flexibility agreed to deliver at any stage within financial year 2024/25, to mitigate later recruitment. Rapid scoping exercise performed with all regional service leads which has identified interest for 8 of 8 places therefore cohort identified as feasible. Cystoscopy pilot data gathering is on track with questionnaires developed, distributed and completed with good response rate. x2 Semi-structured interviews complete/transcribed and remainder scheduled for completion imminently. Review of the Career Development Framework for the Perioperative NMAHP Workforce has been completed with stakeholders. The revised Framework is currently progressing with design colleagues. Aiming for publication in early Q2. Operating Department Practitioner (ODP) graduate apprentice standard is pending final approval. Boards commencing recruitment of candidates for autumn 2024 entry and NES supporting this process. Using NMAHP development framework for major trauma to map existing programmes of learning supported by Scottish Trauma Network (STN). Analyse data from STN education survey in context of framework.
8. Workforce	4387	NMAHP	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI11 – %age learners reporting that learning will improve practice	Award Allied Health Professions (AHP) Careers Fellowships to Health and Social Care workforce and enhance the infrastructure that supports delivery of the interprofessional and cross sector scheme.	New cohort of AHP Fellows for 2024/25 will commence. Deliver three online workshops to 2024/2025 cohort of AHP Fellows. Deliver celebration/sharing learning event for previous cohort (2023/2024).	Deliver series of online workshops, triad mentorship session and peer learning set session to 2024/2025 cohort.	Consider feasibility of recruitment to AHP Fellowships for next cohort (2025/2026). Deliver series of online workshops, triad mentorship session and peer learning group session to 2024/25 cohort. Deliver an online CPD session for Alumni members.	Deliver series of online workshops, triad mentorship session and peer learning set session to 2024/2025 cohort.	Green	The 2024/25 cohort for AHP Careers Fellowship Scheme commenced on 27.05.24 with 14 fellows and profile Sway completed to introduce and promote the fellows and their work-based projects. This is a delayed start due to the fiscal situation and the programme is 10 months instead of 12. Delivered three online sessions to fellows which included a presentation from Chief AHP Officer and members of the AHP Fellowship Alumni. Fellows are completing self-directed induction. Delivered final celebration/sharing learning online event for previous cohort (2023/2024) on 13.06.24.
8. Workforce	4390	NMAHP	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI10 – %age of workforce accessing learning products	Commission prescribing programmes for NMAHPs according to criteria set for priority areas, as identified by Scottish Government.	Work with NHS Boards/employers to allocate funding for the V300 Prescribing course, according to Scottish Government criteria.	Work with NHS Boards/employers to allocate funding for the V300 Prescribing course, according to Scottish Government criteria.	Work with NHS Boards/employers to allocate funding for the V300 Prescribing course, according to Scottish Government criteria.	Work with NHS Boards/employers to allocate funding for the V300 Prescribing course, according to Scottish Government criteria and confirm numbers enrolled for September 2024 and February 2025 intakes.	Green	NES responded to the United Nations Convention on the Rights of the Child (UNCRC) statutory guidance consultation. The commissioned UNCRC project to support health boards with implementation is extended until March 2025. Awareness raising is a priority and 149 colleagues attended a short online session during quarter 1, with 5 sessions planned in Quarter 2. NES facilitate the UNCRC leads network with active representation nationally, a poll revealed 95% of members feel their knowledge and awareness has increased since NES support commenced. In addition, we have undertaken 15 individual board discussions resulting in supporting four boards with learning session development and 3 boards with resource development. A children's rights-based approach is promoted through the NES children's rights subgroup, with actions and activities identified across each directorate in addition to aligning to new guidance on complaints and discussing child-rights budgeting.

SG Recovery Driver	2024/25 ADP Deliverable Number	Directorate	Medium-Term Priority	NES Strategic Theme	NES Strategic Theme Detail	NES KPI Reference	2024/25 Deliverable Summary Brief summary of the deliverable, outlining the intended action and what this will achieve in 2024/25.	Q1 Milestones What you intend to have achieved by Q1	Q2 Milestones What you intend to have achieved by Q2	Q3 Milestones What you intend to have achieved by Q3	Q4 Milestones What you intend to have achieved by Q4	Q1 RAG Status	Progress in Q1
8. Workforce	4392	NMAHP	Education, training & workforce development	People	Support role redesign and service transformation across health & social care	SKPI11 – %age learners reporting that learning will improve practice	Fund up to 100 General Practice nurses per year to complete commissioned and funded Higher Education Instituion (HEI) modules in line with Transforming Roles programme.	Liaise with Scottish Government primary care colleagues and National General Practice Nurse Leads to determine the current education and training requirements of the GPN workforce in line with GPN Transforming roles	Advertise funding opportunities, review applications, liaise with commissioned universities and allocate funding for education as agreed in Q1	Advertise funding opportunities, review applications and allocate funding for education as agreed in Q1	Monitor progress and completion and report to sponsors	Green	Discussions are taking place with Scottish Government to confirm criteria and funding for General Practice Nursing for 2024/25.
8. Workforce	4394	NMAHP	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI11 – %age learners reporting that learning will improve practice	Deliver a minimum of 350 Scottish Multiprofessional Maternity Development Programme (SMMDP) courses for approximately 4100 maternity and relevant pre-hospital health and care staff by March 2027. For the year ending March 2025, this will include a minimum of 110 courses for approximately 1,300 staff.	Deliver a minimum of 30 courses for approximately 300 staff, with 50% of course provision prioritised for neonatal resuscitation and obstetric emergencies (core mandatory training).	Deliver a minimum of 60 courses for approximately 600 staff, with 50% of course provision prioritised for neonatal resuscitation and obstetric emergencies (core mandatory training).	Deliver a minimum of 90 courses for approximately 900 staff, with 50% of course provision prioritised for neonatal resuscitation and obstetric emergencies (core mandatory training).	Deliver a minimum of 110 courses for approximately 1300 staff, with 50% of course provision prioritised for neonatal resuscitation and obstetric emergencies (core mandatory training).	Green	In total, 36 courses have been delivered to 373 staff, with 72% of course provision prioritised for neonatal resuscitation and obstetric emergencies (core mandatory training). In addition to core delivery, three learning sessions specifically for neonatal staff on maternal factors, jaundice and recognition of the unwell infant, were facilitated in Quarter 1 with 146 participants in total. A webinar with Scotstar was provided to 83 participants focused on stabilisation of babies, with or without the need for them to be transported.
8. Workforce	4395	NMAHP	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI11 – %age learners reporting that learning will improve practice	By employing the principles of the Family Nurse Partnership (FNP) Education Strategy provide the Core FNP Education Programme, including access to the Professional Diploma in Family Nursing, and the Continuing Professional Development (CPD) Programme for Family Nurses and Family Supervisors. Deliver the Core FNP Education Programme for a minimum of 60 Family Nurses and/or Supervisors and the Continuing Professional Development (CPD) Programme for a minimum of 180 by March 2027. For the year ending March 2025, this will include a minimum of 20 participants in the core education programme and 70 participants for CPD. The Professional Diploma in Family Nursing will be offered twice during 2024/25.	Q1 Deliver education to 54 family nurses and 18 supervisors (including cohorts from previous year) as part of the core and supervisor education programme during quarter 1. The CPD programme will be offered to 31 family nurses and supervisors	Q2 Deliver education to 48 family nurses and 5 supervisors (including cohorts from previous year) as part of the core and supervisor education programme during quarter 2. The CPD programme will be offered to 40 family nurses and supervisors. The Professional Diploma will be offered during quarter 2.	Deliver education to 40 family nurses and 5 supervisors (including cohorts from previous year) as part of the core and supervisor education programme during quarter 3. The CPD programme will be offered to 25 family nurses and supervisors.	By March 2025, deliver a minimum of 20 participants in the core education programme and a minimum of 70 participants for CPD. The Professional Diploma in Family Nursing will be offered twice - once in quarter 2 and once in quarter 4.	Green	Governance assured for the Professional Diploma in Family Nursing following the successful external verification visit from Scottish Qualifications Authority (SQA). In Quarter 1 37 family nurses were engaged on the Professional Diploma in Family Nursing programme. The core programme facilitated education for a total of 79 family nurses (this includes those undertaking the diploma). Supervisor education was required for a lower than anticipated number, there are currently five supervisors in education and this fulfills 100% of service requirements. 43 family nurses and supervisors engaged in CPD during this quarter.
7. Women & Children's Health	4397	NMAHP	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI11 – %age learners reporting that learning will improve practice	Provide educational activities, training and/or resources to support the continuing professional development of the health and care workforce who work with children and young people in Scotland. This provision will recognise, respect and promote children's rights and reflect the policy and strategic landscape (Getting it Right for Every Child, United Nations Convention on the Rights of the Child, Keeping the Promise, The Best Start: A five-year plan for maternity and neonatal care in Scotland, Best Start Bright Futures: tackling child poverty delivery plan 2022-2026, Mental Health strategy 2017-2027).	A minimum of 2 of 10 activities, sessions or resources will be provided. This will include an e-learning module development for GIRFEC	A minimum of 5 of 10 activities, sessions or resources will be provided	A minimum of 7 of 10 activities, sessions or resources will be provided.	A minimum of 10 of 10 activities, sessions or resources will be provided	Green	An event for Allied Health Professionals (AHP) working with children and young people (CYP) shared improvement projects linked to better outcomes for CYP. In addition, an evaluation of the AHP community of practice was shared a conference seminar. 480 attended a webinar on 'each and every child' with 27% (110) evaluation response who reported a high level of confidence applying learning in practice and 100% agreed their learning objectives were met. Two eLearning modules for Getting it right for every child (GIRFEC) are content ready with the informed level module at build stage with NES digital and skilled level module at final review with stakeholders.
8. Workforce	4686	NMAHP	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI12 – %age learners scoring learning as 80% or above	Implement, evaluate, facilitate and use assessment methods to monitor the effectiveness of the work derived from the Infection Prevention and Control (IPC) Education Strategy to ensure continuous learning for optimal standardised infection prevention and control outcomes while ensuring the availability of high-quality learning resources, opportunities and pathways that are equitable and can be easily accessed by the workforce. This will involve moving our current product estate to the new authoring tool RISE.	We will update the Infection Prevention and Control Zone on Turas Learn to make this more user-friendly improving metadata information to allow users to find more easily educational materials. We will enhance mechanisms for gathering feedback from users to continuously refine the educational content and delivery methods	We will evaluate the epidemiology and surveillance for IPC and outbreak simulation training to demonstrate the effectiveness of both events systematically, with a specific focus on measuring Level 4 Kirkpatrick model impact results	We will work with our stakeholders and identify subject matter experts to improve our process for educational governance. We will use analytics to track engagement, completion and update of educational materials and produce a year-end report for 2024-25.	We will have 4 meetings of the Oversight Advisory Board and establish an Infection Prevention and Control Workforce Education Advisory Group which will meet 4 times during 2024-25 and we will hold 4 meetings of the Healthcare Built Environment Learning and Development Steering Group	Amber	Metadata on TURAS Learn for almost all products now updated. Long-term staff absence reduced team capacity. Project will be completed in Q2. A SIPCEP Resources Quick Finder was launched to make it easier for staff to find resources on the IPC Zone. Good feedback received. Commenced project to revise user feedback questionnaires. This has been delayed due to a directorate wide project to create core evaluation questions, which fits in with our revision of questionnaires. Project will be completed in Q2. In collaboration with NHS National Services Scotland and ARHAI Scotland, our outbreak simulation training program has achieved notable recognition. An article presenting the findings of our impact evaluation was published in the Journal of Hospital Infection (May 2024), and oral presentations were delivered at the NES Annual Virtual Conference (25 April 2024) and the NHS Scotland Event (10 June 2024), with other upcoming oral presentations at future conferences pending. These achievements demonstrate the program's success in enhancing workforce competency in managing HAI outbreaks and antimicrobial resistance, aligning with national health priorities and validating the effectiveness of our educational efforts.
8. Workforce	4687	NMAHP	Education, training & workforce development	People	Support role redesign and service transformation across health & social care	SKPI11 – %age learners reporting that learning will improve practice	Develop two educational pathways for Allied Health Professions (AHP) Advancing Practice in priority areas identified by SDAHP (Scottish Directors of AHPs) in 2024/2025.This work will directly support the Progressive Career Models and Workforce Enhancement recommendations of the Scottish Government AHP Workforce and Education Review.	work with SDAHP to agree national definition of AHP advanced practice and identify 2 priority areas to scope the need for Advanced Practitioners	Develop Service Needs and Development Needs analysis for scoping. Host one on line workshop on advancing practice prior to scope	Undertake national scope in the 2 priority areas	Publish findings of scope including proposed educational pathway to support AHP Advanced Practice Host on line national event	Amber	NMAHP team, chair of Scottish Directors of AHPs (SDAHP) and CNOD policy officers due to meet 11 August 2024 to discuss potential commission for SDAHP, NES and key stakeholders to establish SLWG to develop national definition of AHP Advanced Practice and to create an AHP Transforming Role Guidance paper on how to develop and support AHP Advanced Practice in Scotland. Liaising closely with Health and Care Professions Council and Chief Allied Health Professions Officer (CAPHO) 4-nation group to ensure alignment with definitions of Advanced Practice used across the 14 professions and four UK countries . Continue to ensure work contributes to the recommendations for Progressive AHP Career Models in Scottish Government AHP Education and Workforce Review.
8. Workforce	4694	NMAHP	Education, training & workforce development	People	Support role redesign and service transformation across health & social care	SKPI11 – %age learners reporting that learning will improve practice	Transforming Roles - Identify priority service areas and roles where reshaping the multiprofessional health and care workforce will significantly impact on care needs and take forward actions from the Transforming Roles programme workplan.	Develop content for knowledge and skills frameworks for neurological, general practice and prison health care nursing.	Review previous Transforming Roles outcomes and make recommendations for action to the Transforming Roles Steering group to inform the programme workplan. Finalise content for neurological, general practice and prison health care nursing knowledge and skills frameworks and work with design and digital to publish these on line	Undertake activities to promote and embed the knowledge and skills frameworks in practice and continue to progress specified work according to the timelines set out within the workplan.	Continue to progress specified work according to timelines set out within the workplan.	Green	Content for the frameworks is being developed by subject specific subgroups and progress was reported to the Transforming Roles Steering Group at its meeting in May 2024.
7. Women & Children's Health	4698	Corporate	Education, training & workforce development	Partnerships	Implement engagement with people with lived experience to inform our work	SKPI27 – no of NES programmes demonstrating active engagement of people with lived experience	Advance NES's approach to Children's Rights, The Promise and United Nations Convention on the Rights of the Child (UNCRC). NES provides a range of evidence which recognises, respects and promotes the human rights of children which are integrated and considered in relevant education and resources. NES will evidence that children's rights are recognised, respected and promoted as an integral part of relevant activity, education and resources for the health and social care workforce in Scotland. This evidence should be provided in each reporting period and year until March 2027. Activities will include educational solutions to address the policy and legislative agenda relevant to, for example, the United Nations Convention on the Rights of the Child, Getting it Right For Every Child, and The Promise.	Provide a summary of actions and activities of the NES children's rights subgroup. Publish a learning site on children's rights and promote educational resources to the health and social care workforce. Design a project plan to support the extension of the UNCRC incorporation project, hosted in NMAHP and funded by Scottish Government. Engagement with organisations and partners who are experienced in this area	Through the UNCRC incorporation project team, hosted in NMAHP, deliver a minimum of 2 online learning activities during quarter 2 which continue supporting health boards and social care workforce. Design a project plan to support the extension of the UNCRC incorporation project, hosted in NMAHP and funded by Scottish Government. Consideration of options and identification of capacity to support this work (Recruit Children's Rights Specialist Lead)	Through the UNCRC incorporation project team, hosted in NMAHP, deliver a minimum of 2 online learning activities during quarter 3. In addition, publish two eLearning modules one at informed level and one at skilled level) for the multi-sector multi-disciplinary workforce on Getting it Rights for Every Child (GIRFEC). Initial draft of approach/framework developed.	Produce a summary report of the years activities which will evidence and contribute to children's rights reporting duties (due in 2026). Approval of approach/framework.	Green	NES responded to the United Nations Convention on the Rights of the Child (UNCRC) statutory guidance consultation. The commissioned UNCRC project to support health boards with implementation is extended until March 2025. Awareness raising is a priority and 149 colleagues attended a short online session during quarter 1, with 5 sessions planned in quarter 2. NES facilitate the UNCRC leads network with active representation nationally, a poll revealed 95% of members feel their knowledge and awareness has increased since NES support commenced. In addition, we have undertaken 15 individual board discussions resulting in supporting four boards with learning session development and three boards with resource development. A children's rights-based approach is promoted through the NES children's rights subgroup, with actions and activities identified across each directorate in addition to aligning to new guidance on complaints and discussing child-rights budgeting.
8. Workforce	4699	NMAHP	Education, training & workforce development	Partnerships	SG delivery partner for leadership, digital and data	SKPI11 – %age learners reporting that learning will improve practice	Co-produce and publish a midwifery development framework and coordinate development activities for perinatal health and care support workers and advanced clinical practitioners in midwifery by March 2025.	Engagement with stakeholders for scoping.	Analysis of scoping findings.	Co-production of development framework and associated activities	Launch of development framework and programme of development activities	Green	Level 2-4 HCSW Framework completed and work recommenced on Level 5-9 Midwifery Development Framework with steering group meeting held.
3. Mental Health	4700	NMAHP	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI11 – %age learners reporting that learning will improve practice	Work jointly with the Mental Welfare Commission to enable the development and delivery of a range of education and training opportunities to support workforce understanding of legislation aimed at protecting rights and application of the Adults with Incapacity (Scotland) Act (2000) in health, social care and social work practice across Scotland through the development and delivery of educational resources.	Begin development of education resource/opportunities for those staff who are dealing with more complex AWI situations or decision making (ie the 'specialised' level of practice)	Conduct scoping/consultation exercise with carers and other stakeholders to review and inform plans	Pilot 1x education resource	Deliver education resource	Amber	Delay in confirmation of funding to progress project to phase 2. Confirmation received late in Quarter 1. Re-establishment of partnership working and project plan revisted and project resuming. Commencement of educational solutions for specialist level of practice now in progress.
9. Digital Services Innovation Adoption	4705	NMAHP	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI11 – %age learners reporting that learning will improve practice	Support implementation of the Recommended Summary Plan for Emergency Care and Treatment (ReSPECT) on the National Digital Platform (NDP).	Scope resources and report on findings	In collaboration with NTS and stakeholder groups develop a training plan	Develop implementation plan and commence delivery	Assess and monitor progress and feedback	Amber	Through the scoping exercise it became evident that the ReSPECT form did not meet the needs of the Scottish population. Significant overlap with other care plans including the newly designed one for Scotland, Treatment Escalation Plan and Future Care Planning work. Within the group responsible for ReSPECT, a decision has been aken to design a new digital form that is bespoke to meet the needs of the Scottish population.

SG Recovery Driver	2024/25 ADP Deliverable Number	Directorate	Medium-Term Priority	NES Strategic Theme	NES Strategic Theme Detail	NES KPI Reference	2024/25 Deliverable Summary. Brief summary of the deliverable, outlining the intended action and what this will achieve in 2024/25.	Q1 Milestones. What you intend to have achieved by Q1	Q2 Milestones. What you intend to have achieved by Q2	Q3 Milestones. What you intend to have achieved by Q3	Q4 Milestones. What you intend to have achieved by Q4	Q1 RAG Status	Progress in Q1
8. Workforce	4709	NMAHP	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI11 – %age learners reporting that learning will improve practice	Deliver the Assessment of Capacity programme to cohorts of approx 60 Advanced Nurse Practitioners (ANPs) per year.	Complete assessment of cohort 2, 23/24, work with HEIs to integrate the programme into ANP training	Advertise and recruit to the programme and continue to work with HEIs	Commence delivery of the programme to cohort 3	Continue to deliver the programme to cohort 3	Green	Communications sent out to Advanced Nurse Practitioner (ANP) Leads in the Health Boards. Applications to undertake the course to be managed and collated locally by ANP leads to be sent in to NES for approval for the next cohort commencing August 2024.
8. Workforce	4712	NMAHP	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI11 – %age learners reporting that learning will improve practice	Develop earn as-you-learn routes for two Allied Health Professions Healthcare Support Workfer (HCSW)priority areas identified in 2023/24 scoping work and as required by the AHP Education and Workforce review linking with Next Gen of HN (Higher Nationals) framework and interprofessional opportunities arising.	Establish specific stakeholder group for each of the priority areas. Work with SQA to contribute to development of Next Gen HN qualifications and draw on previously developed AHP units in AHP Group award. Establish potential delivery partners.	Host a minimum of 2 online workshops to engage with AHPs on the development of the earn as your learn routes and link with the Next Gen HN qualifications. Explore the financial implications for eligibility criteria for prospective candidates. Development of learning materials	Host one face to face stakeholder event to showcase developments. Identify step-on / step-off points.	Validation of 2 educational pathways for AHP HCSWs, and relevant others, and negotiate potential routes to registration.	Green	Contributing to SQA Next generation NMAHP group and to the AHP core module group. Three areas are being explored for development: Paramedic, Physiotherapy and Speech and Language Therapy profession specific module design groups being established. Potential articulation routes being explored with HEI partners.
9. Digital Services Innovation Adoption	4427	NTS	National Digital Platform	Performance	SG delivery partner for leadership, digital and data	SKPI38 – Availability of NES systems (internal and external) SKPI28	National Digital Platform (NDP) provides cloud infrastructure, common services (such as identity and access management, structured and unstructured data services) and standards upon which NHS Boards, Social Care and other organisations can use to build products and services on to improve Health and Social Care in Scotland.	Mature services to support internal workloads	Mature services to support DFD & DPDP	Mature services to support other external workloads	Mature services to self-service	Green	Progress delivering Authentication service and unstructured data service. Delivery in progress and moving into end to end testing for initial first use (digital dermatology). Planning completed for Quarter 2 to work to mature these services for generic use cases.
9. Digital Services Innovation Adoption	4429	NTS	Realistic Medicine & Value Based Health & Care	Partnerships	SG delivery partner for leadership, digital and data	SKPI38 – Availability of NES systems (internal and external) SKPI28	Delivery of products / services within the Health and Social Care domain as agreed with relevant Scottish Government stakeholders. This includes: TURAS Vaccination Management, SCI Diabetes, Weight Management, TURAS Real Time Staffing, Family Nurse Partnership, OpenEyes Optometry Electronic Patient Record and TURAS Care Management application.	TBC	TBC	TBC	TBC	Green	Business as usual work has been carried out on all products; confirmation of strategic objectives is still awaited from Scottish Government, these were tied to the funding confirmation which was not received by end Quarter 1.
9. Digital Services Innovation Adoption	4440	NTS	Internal efficiency, sustainability & affordability	Performance	Maximise NES's efficiency and demonstrate best value	SKPI41 – Adverse events: no of category 1 Information Governance events	Continuous improvement in ability and capability to evidence NES compliance to legislative obligations under information law, such as adherence to Data Protection, NIS Regulations, FOI(S)A, Public Records Scotland, including national information standards (e.g. Refreshed Public Sector Cyber Resilience Framework), and broader regulatory compliance that NES is required to adhere to.	TBC	TBC	TBC	TBC	Green	NIS Audit results received and very positive scores across all measures. Assurance dashboards continue to be utilised within NTS to assess compliance, and Viva Goals being piloted to enable overall tracking of Information Governance \ Assurance team work across NES.
9. Digital Services Innovation Adoption	4442	NTS	Workforce data	Partnerships	Improve all aspects of workforce data	SKPI25 – %age of service providers using NES provided workforce data	NES will consolidate its position as a national centre for evidence on the health and social care workforce. To provide an evidence base to support workforce planning in health and social care through the acquisition, linkage, analysis and reporting of data. This includes quarterly publication of Official Statistics for the NHS Scotland Workforce.	Publish quarterly statistics in Q1 for the NHS Scotland Workforce	Publish quarterly statistics in Q2 for the NHS Scotland Workforce	Publish quarterly statistics in Q3 for the NHS Scotland Workforce	Publish quarterly statistics in Q4 for the NHS Scotland Workforce	Amber	Workforce publication for this quarter had to be released in Phases due to data quality issues from the SWISS feed not providing WTE (Whole-Time Equivalent). Therefore initial release of workforce information focused on headcount and a second update will follow once WTE data is generated. Progress on securing eRostering data has stalled due to lack of resource, but utilising improved eESS data is progressing.
9. Digital Services Innovation Adoption	4570	NTS	National Digital Platform	Partnerships	SG delivery partner for leadership, digital and data	SKPI24 – no of innovation initiatives with NES investment	Delivery of support to the Accelerated National Innovation Adoption (ANIA) programme. This will predominately focus on Digital Dermatology in 2024/25, however there will be other engagement and potential asks of the NES Technology Service (NTS) as the ANIA Technology Delivery partner.	**ANIA Programme** Q1 Deliver a Media Store for Digital Dermatology	**ANIA Programme** Q2 Support rollout of digital dermatology solution Q3 Discovery around Heart Failure programme Q4 Support design of system for heart failure and procurement	**ANIA Programme** Q3 Discovery around Heart Failure programme Q4 Support design of system for heart failure and procurement	**ANIA Programme** Q4 Support design of system for heart failure and procurement	Green	The National Digital Platform (NDP) Data Storage Services team delivered a solution in Quarter 1 that is ready for delivery partners to integrate with, in a staging environment, that meets the requirements of the Digital Dermatology project. Quarter 2 will focus on production readiness and addressing any outcomes of the end-to-end testing of the integrations in staging.
9. Digital Services Innovation Adoption	4573	NTS	Internal efficiency, sustainability & affordability	Partnerships	SG delivery partner for leadership, digital and data	SKPI41 – Adverse events: no of category 1 Information Governance events	Work in partnership with Scottish Government Digital Health & Care Directorate to provide support in the delivery of the National Information Governance Programme.	TBC	TBC	TBC	TBC	Green	NES continue to engage with this programme as best as possible, but there is ongoing consideration at Scottish Government as to the approach to this work. The resource NES provided to the programme has left due to ongoing uncertainty of the work, with no intention to replace as things stand. The NES Data Protection Officer is the current Chair of the National Information Governance Forum and so will be involved through that link.
9. Digital Services Innovation Adoption	4594	NTS	National Digital Platform	Performance	SG delivery partner for leadership, digital and data	SKPI10 – %age of workforce accessing learning products	Technology support of the NHS Scotland Digital Prescribing and Dispensing Pathways Programme (DPDP) which will see the significant reduction of paper prescriptions across Scotland and efficiencies through the use of the National Digital Platform reusable service and components.	Complete the design of the end-to-end DPDP Minimum Viable Product (MVP) Solution Architecture	Support the build of the agreed end-to-end DPDP Minimum Viable Product (MVP) Solution	Respond to emerging requirements of NDP services as build progresses Q4	Continue to operate services in support of DPDP programme.	Amber	Funding allocation letter not received in Quarter 1, which has impacted some activity, including build planning and reforming the programme Technical Design Authority (TDA). Work on API Manager decision paused as engineering resource was reallocated to backfill for absence elsewhere. DPDP internal reference architecture produced. Architectural approach and MVP architecture presented to Scottish Government Digital Health and Care (DHAC) TDA, which was positively received.
9. Digital Services Innovation Adoption	4671	NTS	Education, training & workforce development	Performance	Maximise NES's efficiency and demonstrate best value	SKPI9 SKPI10 SKPI21	Continue to deliver a TURAS Platform that meets stakeholder needs, delivering priorities as agreed by NES via a Digital Prioritisation process. Also deliver the requirements of the TURAS Refresh programme as agreed with the defined governance bodies.	TBC	TBC	TBC	TBC	Amber	Work continues to deliver to previously agreed priorities, discovery work for key expected items for 2024/25 and removal of risk highlighted in the Cap Gemini report. Digital Prioritisation is ongoing to agree the TURAS workplan for the rest of the 2024/25, hence the Amber RAG-rating.
9. Digital Services Innovation Adoption	4669	NTS	Realistic Medicine & Value Based Health & Care	Partnerships	SG delivery partner for leadership, digital and data	SKPI26 - % of health and social care workforce who report being confident in using digital ways of working SKPI28 - % of technology, data and digital developments which are shaped by staff, learner and partners feedback	Delivery of Digital Front Door (DFD) and Integrated Health and Social Care Record in line with outcomes as agreed with the relevant governance bodies.	**DFD** Technology support to the Digital Front Door programme to support the public of Scotland in better awareness and access to Health and Social Care services and access to their own healthcare data **NDP service offering** - Support and continually improve the National Digital Platform service offering resulting in better care through improved data sharing and an improved, consistent experience of systems used by staff across Health and Social Care in Scotland through reusable components	TBC	TBC	TBC	Red	Ongoing discussions with Scottish Government (SG) regarding the delivery plan and milestones for Digital Front Door (DFD), and also the overall approach to delivery of DFD. Current SG preference is leaning towards outsourcing the majority of the work, which is resulting in ongoing uncertainty and inability of NES to commence recruitment for key roles previously identified.
1. Primary and Community Care	4576	Optometry	Education, training & workforce development	People	Support role redesign and service transformation across health & social care	SKPI11 – %age learners reporting that learning will improve practice	Deliver a catalogue of Continuing Professional Development (CPD) to support practitioners qualified to work within the Community Glaucoma Service: this will respond to user feedback and needs analysis exercises throughout the year, however, is expected to include minimal five online lectures, five peer discussion events and a full conference day on glaucoma management topic.	To review and action appropriately around feedback from 23/24 deliverables. To outline a CPD plan for 24/25. To deliver min 2 online training/support events	Q 2-4 dependent on SG and service requirements.	Q 2-4 dependent on SG and service requirements.	Q 2-4 dependent on SG and service requirements.	Green	Three sessions have been delivered: Two sessions for Glaucoma peer discussion treatment choices in May and June 2024 - six in attendance at each (capacity eight) One session for Glaucoma journal club (Zap trial) in May 2024 - four in attendance (capacity eight)
8. Workforce	4577	Optometry	Education, training & workforce development	People	Support role redesign and service transformation across health & social care	SKPI11 – %age learners reporting that learning will improve practice	Support clinical placements by having 50 Optometrists per annum attend at least one teach and treat session or simulation session at one of the three centres by end of Q4 for the next three financial years. Sessions support Independent prescribing placement (24 session requirement).				50 optometrists to attend at least one teach and treat session.	Green	68 Teach and Treat (T&T) sessions delivered. 146 T&T attendances to date. 39 different optometrists have attended T&T sessions to date. Mobile Skills Unit (MSU) booked for Inverness delivery of simulation-based Independent Prescribing clinical placements during November 2024. Procurement tender process for multi-year multi-directorate simulation actor supplier underway. Awaiting data Protection Impact Assessment (DPIA) and loan of Virtual Reality (VR) headsets to allow pilot of online simulation IP clinical placements to support Remote and Rural (R&R) delivery Funding reduced for WOScOTT (West of Scotland Teach and Treat Clinic) and LOTT (Lothian Optometry Teach and Treat Clinic) for 2024/25.
1. Primary and Community Care	4578	Optometry	Education, training & workforce development	People	Support role redesign and service transformation across health & social care	SKPI10 – %age of workforce accessing learning products	Support a minimum of 40 Optometrists through the Ocular Therapeutics course at Glasgow Caledonian University (GCU) beginning in Q2. Measured by enrolment in September 2024 Module 1 and continuing support to complete Modules 2 and 3 by Q4.				Support a minimum of 40 optometrists through Ocular Therapeutics training	Green	Working with Glasgow Caledonian University (GCU) to establish how many practitioners can begin training in September 2024.
1. Primary and Community Care	4623	Optometry	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI10 – %age of workforce accessing learning products	Maintain annual delivery of mandatory training for all optometrists and OMPs (ophthalmic medical practitioners) in Scotland, by publishing a module for 2025 release, while maintaining completion and reporting against the 2024 exercise.	Scope and deliver outline for 2025 MT. Q1-Q3 update NPCCD system on fortnightly basis with Mandatory Training completion data.	Generate learn material for 2025 module.	External review and testing of module	Publication and initial user feedback review of 2025 module and starting scoping and outline for 2026 module	Green	Module commenced on prevention, working with Public Health Scotland. Lead tutor struggling with academic elements, so senior tutor now closely supporting and this will ensure time schedules are met.

SG Recovery Driver	2024/25 ADP Deliverable Number	Directorate	Medium-Term Priority	NES Strategic Theme	NES Strategic Theme Detail	NES KPI Reference	2024/25 Deliverable Summary — Brief summary of the deliverable, outlining the intended action and what this will achieve in 2024/25.	Q1 Milestones — What you intend to have achieved by Q1	Q2 Milestones — What you intend to have achieved by Q2	Q3 Milestones — What you intend to have achieved by Q3	Q4 Milestones — What you intend to have achieved by Q4	Q1 RAG Status	Progress in Q1
1. Primary and Community Care	4624	Optometry	New Workforce models: identification & implementation	People	Support role redesign and service transformation across health & social care	SKPI23 – no of education\, research & strategic collaborations	Support enhanced service delivery by developing an undergraduate training programme for optometry, with potential for Independent Prescribing status as outcome, in partnership with the Scottish Higher Education Institutions (HEIs).	Initialise design and development of ePortfolio. Development of all supervisor content for Turas Learn and training. **Await confirmation of funding for 2024/25 to commence pilot.** Prep content for optometry FTY Turas Learn page, inc. comms page. Initial discussions around development of assessment strategy. Continued engagement with stakeholder and Special Interest (SIG) groups.	Prep for launch of GCU Moptom (IP) inc. release of collaborative comms and launch of NES Optometry FTY Turas page. Signing of MoA(s) with GCU and UHI. Initialise design and development of ePortfolio. Commence development of training programme. Development of standards (supervisors and placement environment). Continued engagement with stakeholder and SIG groups.	Commence use of ePortfolio during year 1 of MOptom at GCU. Continue development of training programme. Finalise placement structure and design inc. model of placement. Possible face to face stakeholder event depending on financial status. Continued engagement with stakeholder and SIG groups.	Completion of supervisor training modules pilot, inc. feedback. Finalise assessment strategy and plans. Launch of ePortfolio for use in GCU years 1-4. Continued engagement with stakeholder and SIG groups.	Green	Currently working on supervisor models. Have highlighted ePortfolio as digital priority. Working on MOAs with HEIs. Currently waiting the outcome of Lead Employer status from Scottish Government. SIG group and stakeholder groups continuing.
8. Workforce	4625	Optometry	Education, training & workforce development	People	Support role redesign and service transformation across health & social care	SKPI10 – %age of workforce accessing learning products	Maintain a team capable and ready to deliver a 4th cohort of optometrists through NESGAT (NES Glaucoma Award Training) to increase workforce capacity around the Community Glaucoma Service - with expectation that the cohort will be enrolled in quarter 3.	To review and action appropriately around feedback from cohort 3 delivery	Q2- Q4 dependant on SG requirements.	Q2- Q4 dependant on SG requirements.	Q2- Q4 dependant on SG requirements.	Amber	Lead still not had contract issued despite securing of Scottish Government (SG) baseline funding for the role. It is hoped that this will progress shortly and we will then be able to deliver on the agreement with SG to deliver a 4th cohort of NESGAT starting January 2025.
1. Primary and Community Care	4715	Optometry	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI9 – No of times learning products accessed	Support Continuing Professional Development (CPD) for eyecare professionals working in community optometry practices, by delivering an appropriately scoped catalogue of online and face-to-face resource.	CPD delivered via both internally designed and delivered resource, as well as deliverables achieved with external stakeholders, such as DOCET, dispensing optician CPD provider. Internally deliverables include: Q1 two online or face to face events for min 8 delegates each.	Two online or face to face events for min 8 delegates each	Two online or face to face events for min 8 delegates each two online or face to face events for min 8 delegates each.	Two online or face to face events for min 8 delegates each. Capacity maintained to support targeted CPD attached to practitioners engaged with the SPOT (Specified Practitioners Ongoing Training) and those requiring additional support to achieve their competency certificate.	Amber	Delayed recruitment due to delayed agreement of Scottish Government funding means we have had to prioritise elsewhere in the service. We will look to ramp up delivery as soon as capacity allows.
	4399	Planning & Corporate Resources	Internal efficiency, sustainability & affordability	Performance	Maximise NES's efficiency and demonstrate best value	SKPI40 – % RAG status for delivery against ADP	Deliver the MiTracker replacement project as part of implementing a new model of integrated operational planning within NES which meets the needs of both the organisation and SG Health Planning, Finance and Workforce.	Develop Project Plan	Delivery of milestones set out in Project Plan	Delivery of milestones set out in Project Plan	Delivery of milestones set out in Project Plan	Green	Project being progressed as part of the Business Transformation Programme. Project scope agreed and process mapping workshop held.
	4609	Planning & Corporate Resources	Internal efficiency, sustainability & affordability	Performance	Maximise NES's efficiency and demonstrate best value	SKPI40 – % RAG status for delivery against ADP	Development and delivery of NES Annual Delivery Plan (ADP) and other key corporate documents such as the Anchors Strategic Plan, supporting the implementation of the Board's Corporate Strategy and Medium Term Plan.	Approval of ADP	Delivery of ADP milestones	Delivery of ADP milestones	Delivery of ADP milestones	Green	NES Annual Delivery Plan (ADP) approved by NES Board in May 2024. Delivery and reporting of Quarter 1 milestones underway.
	4611	Planning & Corporate Resources	Internal efficiency, sustainability & affordability	Performance	Maximise NES's efficiency and demonstrate best value	SKPI33 – Benefits realisation/ROI from corporate change activities	Implementation of approved NES Communication and Engagement Strategy for the period 2023-26, supporting delivery through action planning and coordination of the activities across Business As Usual (BAU) as well as corporate change and improvement.	Development and implementation of plan	Delivery of activities set out in the Comms and Engagement Plan	Delivery of activities set out in the Comms and Engagement Plan	Delivery of activities set out in the Comms and Engagement Plan	Green	In support of the development and implementation of the Comms and Engagement plan, the Stakeholder Survey for 2024 has been launched to gather intelligence on customer satisfaction and areas of future focus for NES. Analysis will be completed in September 2024 and disseminated to teams thereafter, with a report being submitted to the NES Board in November 2024.
	4612	Planning & Corporate Resources	Internal efficiency, sustainability & affordability	Performance	Maximise NES's efficiency and demonstrate best value	SKPI40 – % RAG status for delivery against ADP	Further development of performance management across NES which aligns with the new NES Strategy and enables the Board to monitor progress in the delivery of its strategic intent and enhances corporate oversight and management of performance at all levels.	Development and implementation of operational KPIs to sit beneath strategic KPIS and support operational management of delivery.	Delivery of improvements identified during review and suggested by internal audit.	Continued development and implementation of operational KPIs to sit beneath strategic KPIS and support operational management of delivery.	Continued development and implementation of operational KPIs to sit beneath strategic KPIS and support operational management of delivery.	Green	Review of Strategic Key Performance Indicators (SKPIs) undertaken, including internal audit. Investigation of short-term data collection ongoing. Work on integrating SKPIs and Annual Delivery Plan through Performance Management Framework is underway.
1. Primary and Community Care	4259	Pharmacy	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI14 - Funded trainee Placements - completion rate	Provide qualified Pharmacists for workforce of NHS and Community Practice in Scotland, in line with General Pharmaceutical Council (GPhC) standards for Initial Education & Training. This will be via national coordination of 4-year undergraduate Experiential Learning (up to 9 weeks for 2024/25 on a glidepath to reaching 11 weeks), delivery of Preparation for Experiential Learning for new Facilitators, and wider development/delivery of the Quality Management systems for the IET (Initial Education and Training) stages (including Foundation Training Year).	Final activity of Experiential Learning (EL) from academic year 2023/24. National coordination complete.	Up to 4 Preparation for Experiential Learning (PFEL) sessions planned.	Experiential learning for academic year 2024/25 starts October/Up to 2 Preparation for Experiential Learning (PFEL) sessions planned.	Final delivery of Experiential Learning (9 weeks) for student pharmacists. Up to 3 Preparation for EL learning events if required to complete planned numbers to be trained.	Green	All planned catch up Experiential Learning (EL) activity completed by the end of June 2024 to conclude 2023/24 academic year outputs. National coordination activity initial outcomes communicated to providers.
1. Primary and Community Care	4271	Pharmacy	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI14 - Funded trainee Placements - completion rate	Provide qualified Pharmacists for workforce of NHS & Community Practice in Scotland, in line with General Pharmaceutical Council (GPhC) standards for Initial Education & Training via attraction, recruitment and direct delivery of 1-year Foundation Training Year (FTY) intake and quality assurance of the programme. Recruiting a minimum of 200 Trainees and monitoring and supporting new and existing trainees of up to 220 per annum.	Prepare for the recruitment (GB wide) of up to 200 Foundation Training Year (FTY) intake for 2025 via Oriel recruitment portal. Continue to support the final 2023 intake cohort preparation for assessment. Final preparations following selection in 2023 for the 2024 intake (up to 220).	Start delivery of FTY online recruitment assessments in conjunction with Health Education England (HEE) and Health Education & Improvement Wales (HEIW) - testing window Sept/Oct. Training end dates begin from this quarter for the completed 2023 intake cohort. 2024 intake start dates commence for up to 220 trainees.	Recruitment stage for 2025 intake via completion of delivery FTY online recruitment assessments in conjunction with HEE and HEIW - testing window Sept/Oct.Training end dates finalise for the 2023 intake cohort. Final starts for the 2024 intake (Nov) with the FTY Programme fully delivering. Up to 220 Trainees.	Finalise recruitment of up to 200 Pharmacy Trainees to commence in 2025. 2024 programme fully delivering. Preparation for 2026 recruitment engagement commenced.	Green	2025 intake - Recruitment underway for up to 220 trainees in the 2025 intake. Applications closed in June 2024. 2024 intake - Final preparations are underway for the 2024 intake with 217 funded trainees expected to start training. Currently expecting 189 trainees to start at July 2024 start date and 28 trainees at November 2024 start date. 2023 intake - (currently in training) Continue to support the 2023 intake as they progress through training. 190 of this cohort are expected to sit the June 2024 General Pharmaceutical Council (GPhC) common registration Assessment. 33 previous cohort trainees are also expected to sit for their 2nd/3rd attempt.
1. Primary and Community Care	4272	Pharmacy	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI14 - Funded trainee Placements - completion rate	Develop a multi-tier pharmacy simulation faculty to design and deliver simulation-based training for trainee pharmacists, postgraduate pharmacists and interprofessional training. Train 36 pharmacists as tier 1 simulation-based educators (SimStart course) and 28 pharmacists as tier 2 simulation-based educators (Introduction to Simulation course) by March 2025. Offer simulation-based training opportunities to all FTY (Foundation Training Year) trainees (circa 220 for 24/25) and GP Practice pharmacists undertaking Pathway to Advance Practice (circa 20 for 24/25). Scope out interprofessional simulation opportunities for post-registration foundation pharmacists and foundation doctors.	Deliver initial Interprofessional simulation delivery for trainee pharmacists (up to 220 **by end of 2024/25 year**) and continue development of the pharmacy Simulation Faculty.	Ensure Faculty developing and functioning as required. Deliver initial stages of the post-registration Pharmacist programme pilot. SimStart training and Introduction to Simulation Training commissioned.	Ensure Faculty developing and functioning as required. GPCP simulation programme delivery commenced.	Ensure Faculty developing and functioning as required. Community pharmacy simulation delivery for trainee pharmacists commenced (up to 220 FTY Trainees).	Green	76 trainee pharmacists attended interprofessional simulation programmes. 14 new tier 2 faculty trained.
1. Primary and Community Care	4273	Pharmacy	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI14 - Funded trainee Placements - completion rate	Provide qualified Pharmacy Technicians for workforce of NHS and Community Pharmacy via the commissioning and support of the SG funded pre- Registration Pharmacy Technician Scheme.	50 pharmacy technician trainees from cohort 2 progressing with full workplace based assessor support in place.	50 pharmacy technician trainees planned to complete and register as pharmacy technicians with full workplace based assessor support.	Finalising of programme due from October 2024. Final montoring of any remaining Apprenticeship income and SDS processes.	Finalising of programme due from October 2024. Final montoring of any closing SDS processes.	Green	50 trainee pharmacy technicians remain on target to complete with full support from workbased assessors. No Scottish Government funding to continue with national scheme in current delivery model.
8. Workforce	4274	Pharmacy	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI9 – No of times learning products accessed	Delivery of the education for Post Registration Pharmacists for to up to **100** new registrants (circa 420 learners in progress), across all three sectors of Pharmacy (Hospital, Primary Care and Community) by end of March 2025 with progression to Royal Pharmaceutical Society (RPS) Assessment. This programme includes the commission and completion of an Independent Prescribing qualification and runs for a minimum two years.	We continue with the delivery of the programme to over 400 learners (post registration pharmacists) in a rolling cycle to the 2 year programme, with legacy programme complete. First RPS assessment expected in June 2024.	We continue with the new programme while preparing for registration processes Q3.	We continue with the new programme New cohort registration now active (numbers expected 100).	Continued delivery of the programme for up to 400 learners with preparation for assessment nominations going forward for April 2025.	Green	422 currently in training across the rolling two years with 163 of those newly registered learners. 12 submitted for Royal Pharmaceutical (RPS) Assessment April to June 2024.
1. Primary and Community Care	4276	Pharmacy	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI9 – No of times learning products accessed	Deliver ongoing post registration programme to support newly qualified pharmacy technicians to ensure the skills of the pharmacy workforce are optimised to contribute to improved patient care and outcomes. Training up to 80 new, 100 ongoing and up to 10 expected completions in 2024/25. An interim review of the programme is planned within this financial year.	Ongoing delivery to 100 pharmacy technicians and enrolment of up to 20 new practitioners to the programme. Commence review of programme with partners and learners	Ongoing delivery to 120 pharmacy technicians and enrolment of up to 20 new practitioners to the programme. Continue review process.	Ongoing delivery to 140 pharmacy technicians and enrolment of up to 20 new practitioners to the programme. Continue review process.	Ongoing delivery to 160 pharmacy technicians and enrolment of up to 20 new practitioners to the programme. Consult on reviewed of programme.	Green	Ongoing delivery to 152 registered pharmacy technicians. One pharmacy technician submitted for assessment and passed all competencies. Plan in place for early engagement with stakeholders on interim review approach.
1. Primary and Community Care	4278	Pharmacy	Education, training & workforce development	People	Support role redesign and service transformation across health & social care	SKPI9 – No of times learning products accessed	Deliver a programme of independent prescribing (IP) and clinical skills training for pharmacists in Scotland by commissioning and monitoring delivery of IP training for up to 250 new IP interns and commissioning a collaborative of experts in clinical skills training to deliver the required clinical skills courses and report on completion. Additionally up to 115 community pharmacist IP places to be commissioned in response to Scottish Government strategy and Community Pharmacy Scotland vision to provide a pharmacist prescriber in every community pharmacy in Scotland.	Clear scoping of capacity and funding resource to meet demand/requirements to meet prescribing commitments.	Rolling cycle of IP places filled and all Clinical Skills places identified. This is delivered by a commissioned partner following tendering processes. Tender process for future cohorts due to be prepared.	New commissioning commenced to ensure maximum capacity Independent Prescribing and Clinical Skills training for up to 250 pharmacists across sectors. Additionally up to 115 community pharmacist IP places to be commissioned (subject to funding from Community Pharmacy via SG) in response to Scottish Government strategy and Community Pharmacy Scotland vision to provide a pharmacist prescriber in every community pharmacy in Scotland.	Commission and monitor programmes of independent prescribing (IP) and clinical skills training for up to 250 pharmacists.	Green	Scoping the required Independent Prescribing and Clinical Skills places (including commissioning split). Commencing planning of the future commissioning tender.

SG Recovery Driver	2024/25 ADP Deliverable Number	Directorate	Medium-Term Priority	NES Strategic Theme	NES Strategic Theme Detail	NES KPI Reference	2024/25 Deliverable Summary — Brief summary of the deliverable, outlining the intended action and what this will achieve in 2024/25.	Q1 Milestones — What you intend to have achieved by Q1	Q2 Milestones — What you intend to have achieved by Q2	Q3 Milestones — What you intend to have achieved by Q3	Q4 Milestones — What you intend to have achieved by Q4	Q1 RAG Status	Progress in Q1
8. Workforce	4280	Pharmacy	Education, training & workforce development	People	Support role redesign and service transformation across health & social care	SKPI9 – No of times learning products accessed	Delivery of Education and Training to support Primary Care Pharmacy Workforce across Scotland to meet Scottish Government vision for Primary Care Transformation by delivering a post-registration learning pathway for up to 80 Pharmacy Technicians, a learning pathway for up to 30 new Advanced Practice Pharmacists. In addition, education and training to support primary care pharmacy workforce will be provided to up to 50 educational supervisors of advanced pharmacists to support primary care transformation.	Current cohorts progressing as expected. Preparation for new registrations in place.	Current cohorts progressing as expected. Preparation for new registrations in place/under way.	Current cohorts progressing as expected. Preparation for new registrations in place/under way. Recruit Pharmacy Support Staff to pilot new training programme.	Deliver learning pathways: up to 100 pharmacy technicians; 50 Core Advanced Practice Pharmacists; and 20 Pharmacy Support Staff.	Green	Cohort 5 of the General Practice Learning Pathway is now complete with 41 of the 75 Pharmacy Technicians completing all six modules. Scoping of numbers underway for cohort 6. Cohort 12 of Advanced Pharmacists continues to be delivered to 27 pharmacists. Invitation for applications for Cohort 13 disseminated to primary care Education & Training leads for September 2024 start date.
1. Primary and Community Care	4282	Pharmacy	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI9 – No of times learning products accessed	Provide Professional Development opportunities to all pharmacists and pharmacy technicians in Scotland to provide new/evolving NHS services, in line with Scottish Government policy. All Professional Development education will meet General Pharmaceutical Council (GPhC) regulatory requirements related to revalidation. Delivery of education to support pharmacists to deliver core pharmaceutical services in line with the Scottish Government policy (i.e. in relation to NHS Pharmacy First Scotland service in which pharmacy is the first port of call for all minor illnesses and specific common clinical conditions, and to enhance the number of active independent prescribers in all sectors).	Up to 2500 Pharmacy e-learning completions. Average webinar attendance - 50 delegates	Up to 2500 Pharmacy e-learning completions. Average webinar attendance - 50 delegates	Up to 2500 Pharmacy e-learning completions. Average webinar attendance - 50 delegates	Anticipated reach of no fewer than 50 participants per live webinar, total greater than 10000 e-learning completions in the year.	Green	6,696 e-learning completions in Quarter 1 of the pharmacy resources. First webinar on Frailty ran with 53 attendees and three more webinars planned (Headache, Medication Assisted Treatment (MAT) standards, and Sexual Health Patient Group Directions/PGDs) in Quarter 2.
8. Workforce	4284	Pharmacy	Workforce data	Partnerships	Improve all aspects of workforce data	SKPI25 – %age of service providers using NES provided workforce data	Deliver Pharmacy Workforce dashboards and reports (TURAS Data Intelligence platform) for NHS Scotland Pharmacy, Pharmacy Aseptic Dispensing Service & Community Pharmacy Workforces to inform workforce planning across pharmacy sectors for SG, Directors of Pharmacy (DoPs) and Community Pharmacy Scotland (CPS). Demonstrate national pharmacy workforce data and trends. This covers all territorial and national health boards and 1,254 community pharmacy contractors.	Annual data collection tools for community pharmacy workforce and the managed service workforce reviewed and agreed with stakeholder representatives.	Community pharmacy workforce survey prepared and disseminated across Quarter 2 and early Quarter 3 Managed service workforce survey prepared and disseminated across Quarter 2 and early Quarter 3	Collation of community pharmacy workforce and managed service workforce data received. Preparation for publication in Quarter 4.	Pharmacy workforce reports published alongside summary reports collating data relating to each sector, staff group and stage of development.	Green	Annual data collection tools have been reviewed, updated and confirmed for 2024 processes with distribution due next quarter.
8. Workforce	4559	Pharmacy	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI14 - Funded trainee Placements - completion rate	Provide qualified Pharmacists for workforce of NHS & Community Practice in Scotland, in line with the General Pharmaceutical Council (GPhC) standards for Initial Education & Training 2021 via delivery of a 1-year Foundation Training Year (FTY) to a minimum 200 trainee pharmacists by undertaking the first accreditation of the NES FTY Programme in response to General Pharmaceutical Council (GPhC) requirements that the programme include simulation-based training and from FTY cohort 2025/26, all newly qualified pharmacists completing their FTY will register for the first time as prescribers.	Undergo GPhC Accreditation visit over a period of 2 days following feedback from Step 3/submission period. Respond to the relevant outcome of the GPhC Accreditation of the NES (Scottish) Foundation Training Year programme of the training of Pharmacists.	Address outcome of visit including impact of recommendations or conditions.	Address outcome of visit including impact of recommendations or conditions.	Complete relevant recommendations/ conditions as defined by the GPhC accreditation of the NES FTY Programme.	Green	Successful General Pharmaceutical Council (GPhC) Accreditation visit completed with agreed plan now in place to meet corresponding outcome.
8. Workforce	4647	Psychology	Education, training & workforce development	People	Increase the capacity & capability to deliver psychological interventions	SKPI10 – %age of workforce accessing learning products	In response to NHS Scotland workforce needs and guided by workforce planning; commission, recruit and support appropriate numbers of clinical and applied psychology, and health trainees, between 2024 and 2027, to ensure the NHS is provided with suitably trained professionals fit for purpose. We will commission and support programmes to deliver Doctoral, Masters and Certificate level programmes; Doctoral Clinical Psychology, MSc in Applied Psychology for Children and Young People, MSc in Psychological Therapies in Primary Care, Stage 2 Health Psychology, and MSc Neuropsychology. We will support over 350 trainees in the system as they progress through their training pathways. We will work with key stakeholders and leads for Psychological Therapy services to deliver the SQA accredited Enhanced Psychological Practice (EPP) programme - commissioning and recruiting up to 50 learners to undertake the programme within child and adult mental health services. The programme will equip staff with the competencies to provide brief enhanced psychological interventions in NHS services. We will continue to support learners and post qualification practitioners in the system to embed this training pathway in services across NHS Scotland.	Interviews for intake of up to 87 DClinPsych trainees (43 NES Rec funded) to take place. Complete 77 mid placement visits and 238 end of placement visits. Continue to support trainees in the system to progress, and support more than 20 Doctoral trainees to complete.	New cohort of up to 87 doctoral (43 NES Rec funded) trainees to start training. Complete 231 placement visits and 30 end of placement visits. Continue to support trainees in the system to progress, and support more than 50 Doctoral trainees to complete.	Interviews for both MSc (intake of up to 90 across both programmes, 43 NES Rec funded) and Health Psychology (intake of up to 4 trainees, NES Rec funded) programmes to take place. Complete 77 placement visits and 209 end of placement visits. Continue to support trainees in the system to progress.	New cohorts of up to 90 MSc (37 NES Rec funded), and up to 4 Health Psych to commence training. Complete 384 placement visits and 119 end of placement visits. Continue to support trainees in the system to progress, and support more than 80 MSc trainees to complete.	Green	Interviews for DClinPsych (Doctorate in Clinical Psychology) trainees have concluded, with 84 offers being sent to candidates for posts across NHS Scotland Health Boards. Pre employment checks are underway for a September 2024 start date. 17 Doctoral trainees completed training.
3. Mental Health	4650	Psychology	Education, training & workforce development	People	Increase the capacity & capability to deliver psychological interventions	SKPI10 – %age of workforce accessing learning products	Work with Health Board partners to enable Educational Infrastructure networks and services in local areas, including Local Area Tutors (LTs); Transforming Psychological Trauma Implementation Coordinators (TPTICs); Psychological Therapies Training Coordinators (PTTCs); CAMHS Learning Coordinators (CLCs); as well as increased capacity within Early Psychological Intervention Practice Support Children's Services; Learning Disabilities; and Enhanced Psychological Practice. Funding enables services to: conduct learning/training needs analysis of Psychology and/or multidisciplinary staff, and liaise with NES around outcomes/ local requirements; identify and/or recommend learners - assist the local service to identify staff requiring training; develop/maintain an awareness of the relevant NES selection and training conditions designed to encourage post training application to practice; deliver and implement a programme of training in evidence based psychological approaches locally or nationally in partnership with NES; and monitor and report on local delivery of training (including post training evaluation) to NES.	Issue service level agreements to partner Health Boards outlining deliverables against funded networks/services.	Coordinate networking events on a national basis for NES funded educational infrastructure services	Monitor service utilisation, clinical and educational impact within Health Board areas in November. Data to be provided to NES from Health Boards: Name, band, WTE, post and forecasted salary spend of postholder/s recruited to provide the service, any other uses of funding to enable deliverables being met.	Monitor service utilisation, clinical and educational impact within Health Board areas in November. Data to be provided to NES from Health Boards: Name, band, WTE, post and forecasted salary spend of postholder/s recruited to provide the service, any other uses of funding to enable deliverables being met.	Red	Service Level Agreements (SLAs) have been drafted, however we have been unable to issue these to Health Board partners as we have not received funding confirmation from Scottish Government. We are in close communication with Boards around operationalising the continuation of funded services in the absence of funding agreement. It is anticipated that SLAs can be issued during Quarter 2 as late receipt of allocation letter in early Quarter 2 will enable progress.
3. Mental Health	4652	Psychology	Education, training & workforce development	Partnerships	Build capability around workforce supply	SKPI24 – no of innovation initiatives with NES investment	Increase service capacity including elements of education, training, supervision and coaching in Child and Adolescent Mental Health Services (CAMHS) and Adult Mental Health services by continuing to support agreed individual workforce development plans with all NHS Boards in Scotland until March 2026. By increasing the CAMHS knowledge and skills in in evidence based assessments, and interventions including psychological interventions (PIs) as measured by Access Standards it will in turn reduce mental illness and improve psychological health in vulnerable children and young people. MSc graduate posts will deliver PIs within Primary Care services and the Clinical Psychologists will grow capacity within a tiered care model for delivering PIs to populations of Older People. This will in turn support the improved performance of NHS Boards on Psychological Therapies waiting times access standard. We will also continue to increase capacity and capability in NHS Scotland Health Boards to deliver psychological interventions and therapies to support the mental health and wellbeing of the workforce. This development programme includes national and local delivery of training and supervision in psychological interventions and therapies.	Continue to monitor funding utilisation by HB partners for posts to supervision, training and coaching provision	Continue to monitor funding utilisation by HB partners for posts to supervision, training and coaching provision.	Continue to monitor funding utilisation by HB partners for posts to supervision, training and coaching provision.	Continue to monitor funding utilisation by HB partners for posts to supervision, training and coaching provision. Report to SG on utilisation of funding.	Green	Continued to monitor funding utilisation by Health Board partners against posts to support supervision, training and coaching provision locally.
3. Mental Health	4653	Psychology	Education, training & workforce development	People	Increase the capacity & capability to deliver psychological interventions	SKPI24 – no of innovation initiatives with NES investment	In response to the Mental Health Strategy 2017 - 2027 we will develop a national programme of education and training across a range of muldisiplinary multisectoral areas including: Autism; CAMHS; Dementia; Early Interventions; Health Improvement; Learning Disabilities; Paediatric; Parenting and Infant Mental Health; Perinatal; Physical Health; Supervision; Psychological Interventions and Therapies in Adult Mental Health; and Trauma. We will continue the refresh of the Psychological Therapies Matrix. We expect to develop more than 30 educational/training resources, and refreshing/updating 10.	Development of educational resources and training across a wide programme of multidisciplinary and multisector workstream areas.	Development of a wide programme of resources across workstream areas.	Development of a wide programme of resources across workstream areas.	Development of a wide programme of resources across workstream areas.	Red	Scottish Government funding confirmation pending - in the absence of funding confirmation plans are ongoing to develop educational and training resources across a programme of multidisciplinary workstream areas. It is anticipated that work can commence in Quarter 2 - late receipt of allocation letter in early Quarter 2 will enable progress.
3. Mental Health	4655	Psychology	Education, training & workforce development	People	Increase the capacity & capability to deliver psychological interventions	SKPI11 – %age learners reporting that training will improve practice	Deliver a national programme of education and training across a range of muldisiplinary multisectoral areas including: Autism; CAMHS; Dementia; Early Interventions; Health Improvement; Learning Disabilities; Paediatric; Parenting and Infant Mental Health; Perinatal; Physical Health; Supervision; Psychological Interventions and Therapies in Adult Mental Health; and Trauma. This will be done via a mix of methods including f2f training, online training, webinars and Live events. We anticipate delivering more than 4000 education and training places across the different archetypes. In addition to this we expect thousands of users to access NES developed eLearning programmes by March 2025.	Delivery of education and training across a wide programme of multidisciplinary and multisector workstream areas.	Delivery of education and training across a wide programme of multidisciplinary and multisector workstream areas.	Delivery of education and training across a wide programme of multidisciplinary and multisector workstream areas.	Delivery of education and training across a wide programme of multidisciplinary and multisector workstream areas.	Green	Training has been accessed / delivered across the NES practice types to the following numbers: Informed - 26,129 Skilled - 13,846 Enhanced - 1,690 Specialist - 36 These numbers include number of times NES Psychology eLearning programmes across the multidisciplinary workstreams have been accessed.
6. Health Inequalities and Population Health	4340	Social Care	Education, training & workforce development	Partnerships	Provide equality & human rights education	SKPI27 – no of NES programmes demonstrating active engagement of people with lived experience	Create, disseminate and promote the use of education resources, activities and partnerships to support the health and social care workforce to identify, support and involve carers as equal partners and understand the implications of Carers legislation for their practice, culture and ways of working.	Promote EPIC resources and through strengthening relationships support use of the resources. Promote, celebrate and give recognition to Carers week and support others to do so.	Further develop a tailored Values Based Reflective Practice session for Carers Centre Staff and identify up to 3 facilitators.	Established the right partnerships to enable the creation of an unpaid carers masterclass for staff working across mental health services	Explore synergies with young carer workstreams and earn while you learn routes to employment. Host a learning and sharing event, bringing together partners across the health and social care workforce, in support of short breaks for unpaid carers.	Green	Intended milestones have been achieved: engagement has been undertaken both internally and externally across NES to raise the profile of Equal Partners in Care (EPiC), over 500 e-learning modules have been completed with significant uptake from students at the University of the West of Scotland (UWS). A communication strategy was created to generate activity across Carers Week which included an internal and external NES audience, engaging with Carer Leads and Carers Centres in particular. Several new members joined the NES parent/carer network and we issued EPIC information packs across the country to interested NHS territorial boards, Carers Centres and Health and Social Care Partnerships (HSCPs).
6. Health Inequalities and Population Health	4403	Social Care	Education, training & workforce development	Partnerships	Implement engagement with people with lived experience to inform our work	SKPI27 – no of NES programmes demonstrating active engagement of people with lived experience	Scope and develop an organisation wide approach to engagement and participation activities in partnership with people with lived and living experience.	Develop implementation plan to support implementation of the framework across NES activities.	Deliver implementation plan.	Continued delivery of implementation plan and engagement with NES colleagues to inform the evaluation of the framework in practice.	Evaluate the implementation and use of the framework to support embedding into practice.	Green	The 'Involving People and Communities' Framework has been approved and we have now set up a number of sprint groups to develop an Implementation Plan and to develop the necessary policies and resources to support effective implementation later in the year.
6. Health Inequalities and Population Health	4723	Social Care	Education, training & workforce development	Partnerships	Provide equality & human rights education	TBC	**Subject to funding** - Advance NES's approach to Health Equity and to addressing Health Inequalities: raise awareness within NES of the impact of health inequalities and embed a health inequalities approach in our education and training programmes.	Engagement with organisations and partners who are experienced in this area	Consideration of options and identification of capacity to support this work (Recruit Health Inequality Specialist Lead)	Initial draft of approach/framework developed.	Approval of approach/framework.	Amber	We are looking to advance the business case for the recruitment of a Specialist Lead (Health Inequalities) and are re-convening the Health Inequalities Group in NES to consider what action we can advance meantime. We are planning a Board Development Session on Health Inequalities.

SG Recovery Driver	2024/25 ADP Deliverable Number	Directorate	Medium-Term Priority	NES Strategic Theme	NES Strategic Theme Detail	NES KPI Reference	2024/25 Deliverable Summary — Brief summary of the deliverable, outlining the intended action and what this will achieve in 2024/25.	Q1 Milestones — What you intend to have achieved by Q1	Q2 Milestones — What you intend to have achieved by Q2	Q3 Milestones — What you intend to have achieved by Q3	Q4 Milestones — What you intend to have achieved by Q4	Q1 RAG Status	Progress in Q1
6. Health Inequalities and Population Health	4721	Social Care	Social Care Workforce: increasing capacity & capability	People	Workforce development to increase capacity & capability across social care workforce	SKPI19 - No of times learning products accessed	Repurpose TURAS Learn (reviewing existing content on Turas Learn and repurposing to meet needs of social care sector)	Engagement with organisations and partners who are experienced in this area	Review Turas learn content, identify and prioritise content to be repurposed for the social care workforce. Develop plan to integrate relevant platforms and tools, and ensure seamless access to online modules and resources for the social care workforce.	Repurpose activity and testing of access underway	Repurpose content continues based on prioritisation. small scale testing of access complete and ready for pilot	Green	Intended milestones have been achieved: engagement across NES has taken place and from this, a small project team has been assembled. Sessions have been arranged to finalise governance, comms and engagement, risks and ways of working. A framework is being developed to support the screening and analysis of learning products.
8, Workforce	4808	Social Care	Social Care Workforce: increasing capacity & capability	Partnerships	Workforce development to increase capacity & capability across social care workforce	TBC	Work with Scottish Social Services Council (SSSC) on developing: National Induction and Passporting, Career pathways navigable map and embed new model of Continuous Professional Learning (CPL), develop, deliver and embed new Integrated SVQ in Health and Social Care.	Jointly work with SSSC to ensure clarity of goal / work requirements and JSST incl pilot requirements and measures of success. Agreement of initial scope (outcomes, success measures, prioritisation)

Development of communication and engagement plan. Align with core project group and Qualification design team on work completed to date on new Integrated SVQ in health and social care at Level 7. | Engagement with sector. This may be establishment of operational stakeholder group. Review current content of National Induction framework.
Quality Gate with JSST. Scoping and mapping of current job families and roles
Identification of relevant job family / functions descriptors, validated via stakeholder engagement
Review previous mapping activity on entry points and quals / experience required based on industry standards agree proposed pathways (data based), based on agreed initial scope. | Agreement around definitions of core/mandatory learning and how and where the NIF can and should deliver this. Jointly develop options/concept for presenting pathways map. Concept testing and feedback to inform spec for final product (use of map, accessibility) with stakeholder group
Decision on hosting/maintenance arrangements.
Receive accreditation or recognition from relevant educational and professional bodies for the integrated qualification. | Development of content (or programme of development defined) user testing / feedback based on findings in Phase One. Review of models / tools that support and enable portability – prototyping and internal testing, Creation of passport prototype ready for pilot. Pilot / testing content and passport prototype with small number of providers and staff against agreed success measures. Development and user testing of navigable map as per agreed spec Quality Gate with JSST. Support the launch of new qualification. | Green | Intended milestones have been achieved. Scope and intended outcomes have been clarified; benefits and risks, project plans, governance arrangements established. First meeting of joint sponsorship team completed satisfactorily. Communication and Engagement Strategy submitted to join Board for approval and will be finalised by end of June 2024. The Qualification design team working on the new qualification received confirmation that the Scottish Qualifications Authority (SQA) Accreditation Coordination Group (ACG) has approved the SVQ Integrated Health and Social Care SCQF level 7. The next stage of the process is Awarding Body preparation of the qualification product and submission to the ACG for approval to offer the qualification for delivery. |
| 8, Workforce | 4407 | Workforce | Internal efficiency, sustainability & affordability | Performance | Maximise NES's efficiency and demonstrate best value | SKPI1 – Employee Engagement Index | Deliver NES Human Resources (HR) Proposition and Model; employment status project; recruitment; and new ways of working (NWoW) programme to ensure HR delivery is efficient, accurate, reliable and customer focused. | Year 1 - Create end to end process improvement delivery plan, including simplifying processes, maximising the utilisation of technology, self service and metrics.

Develop an interim structure to deliver an HR service model built on three key elements including centres of expertise, business partnering and operations with a focus on process improvement, setting operational KPIs; improvement of data accuracy and reporting, and clear roles and responsibilities; establish action plan to embed interim structure and new ways of working; establish action plan for transformation activity aligned to embedding self service function | Interim structure embedded and development of ways of working with review and refresh of all SOPs for all HR processes;training and development of staff on SOPs; | Pilot of self service to test and evaluate risk/benefit | Review the colleague and line manager journey to provide greater control of their HR data including delivering a change management approach for Managers Dashboard | Green | Rapid Improvement Plan established April 2024 as part of Stabilisation workstream of wider HR Transformation Programme. The following priority activities achieved:

HR Operating Model - Interim structure established April 2024 with 4 x Senior Specialist Leads in post and Employee Relations, Policy and Reward, established as a centre of expertise; arrangements on going to backfill posts to March 2025; **Future Operating Model** - Concluson of engagement with NHS Lothian, NSS and NHS24 on 27/6/24 as part of discovery phase of options appraisal to develop future HR model and exploration of employee and manager self service.
Systems - Operational Key Performance Indicators with measurement plan produced end of May 2024 to support management of activity and reporting of metrics for Workforce Service Desk as part of HR Operations.
Process - Extensive work undertaken to review and refresh Standard Operating Procedures (SOPs); NES QI (Quality Improvement) team instrumental in working with the teams to develop 14 workflows. Of these, 9 have been passed for a governance review. SOP prioritisation and work continues to be progressed whilst balancing resource requirements to maintain Business As Usual in HR Operations .
Phase 1 Review Job Evaluation Process- Streamlining of job evaluation process progressing and governance approval secured; training arrangements to increase pool of job analysts, evaluators and quality assurance checkers in progress with external Health Board support.
HR Transformation Board - established with first meeting held 19/6/24 to review draft PID. Feedback from internal stakeholders gathered and PID updated. |
| 8. Workforce | 4411 | Workforce | Centre for Workforce Supply (CWS) | Partnerships | Build capability around workforce supply | SKPI10 – %age of workforce accessing learning products | Support workforce capacity in health across Scotland, ensuring the sector has the right people, in the right place at the right time, by facilitating the development, implementation and spread of workforce initiatives, which will help tackle priority workforce challenges, focusing on supply, data and marketing. | Refine the workforce planning tool and support its use alongside the revised national workforce planning process. There will be digital requirements around this however the data group will understand more about what these are.

Scope out the viability of a potential population health project to understand the impact of population health on workforce demand. This project is only a potential ask at this stage, it is still being scoped | Deliver support around the adoption of identified innovative supply initiatives including international recruitment of NMAHPs and medics

To have determined the viability of this project and a project plan including methodology, stakeholders and timeline. | Increase attraction to priority workforce gaps via marketing activity which raises the profile of NHS careers and key professions.

Project to be underway | NHS Scotland careers social media channels reinstated with daily content and impact monitoring in place; medical insights paper finalised and medical workstream outputs agreed; supported recruitment of international NMAHPs into Boards aligned to SG targets.

Final output from project | Green | Feedback from Health Boards has been collected on the workforce planning tool, which are being reviewed between the Centre for Workforce Supply and the NES Data Group. |
6. Health Inequalities and Population Health	4412	Workforce	Education, training & workforce development	Partnerships	Provide equality & human rights education	SKPI08 - % of staff who experience NES as an inclusive organisation	Produce education and training resources, working with partners, for health and social care staff on equality, diversity, inclusion and human rights, whilst internally enabling NES to embed equality and human rights across its functions.	Quarter 1: Development of learning resources in progress with relevant experts and stakeholders involved; Anti-racism digital resource produced and refreshed E&D Turas Zone is launched. Evidence and stakeholder involvement is informing the development of refreshed NES Equality Outcomes and anti-racism action plan. New data for KPI on inclusion available.	-Quarter 2: New learning resources available on Turas Learn; Engagement, activities, and governance in place to meet statutory Equality Duty requirements and improvements to underpin KPIs.	Quarter 3: New learning products available on E&D Turas Learn (Neurodiversity). Inclusion Survey issued for KPI. Draft EDI Plan for NES for consultation with staff, relevant corporate groups and Board governance structures.	Quarter 4: Public Sector Equality Duty statutory requirements met; EDI Strategic plan driving improvements across NES; Continuous improvement to Turas Equality and Diversity Zone and new learning products available.	Green	Anti-racism digital resource is being edited for launch by end of June 2024 - we are reliant on support from another team for this due to long-term sick leave in the team. Engagement with Directorates, Equality Steering Group and NHS Scotland Equality leads is informing NES's Equality, Diversity and Inclusion (EDI) plan for April 2025 with collaboration with national boards on anti-racism approach. Revised E&D Zone is ready for launch at end of June 2024. Two scoping meetings have taken place to identify learning needs for a new neurodiversity learning resource. NES has been accepted onto the Equally Safe at Work accreditation programme. Analysis has taken place on first NES inclusion survey to inform a new KPI for August 2024 Staff Governance Committee and to inform NES's EDI and wellbeing work.
9. Digital Services Innovation Adoption	4417	Workforce	Workforce Wellbeing	Partnerships	SG delivery partner for leadership, digital and data	SKPI1 – Employee Engagement Index	**Subject to funding** - design and deliver the digital infrastructure, content and user experience to support the policies delivering a publicly accessible national digital platform to deliver the vision for the 'Once for Scotland' Workforce Policies Programme.	Phase 2.2 Embracing Equality, Diversity & Human Rights, Gender-Based Violence. All Phas 2.2 policies will be launed in March 2025	Facilities Arrangements for Trade Unions & Professional Organisations, Personal Development Planning and Review (PDPR)	Use of Fixed Term Contracts, Safer pre & post-employment,	Secondment, Redeployment. All Phas 2.2 policies will be launed in March 2025.	Green	The Once for Scotland policy programme has begun Phase 2.2 which includes policies such as Embracing Equality, Diversity & Human Rights, Gender-Based Violence. The Policy Development Group have been working closely with the Digital Development Group to host these new set of policies
9. Digital Services Innovation Adoption	4418	Workforce	Education, training & workforce development	Performance	Deliver National Digital Platform, Digital Front Door, and Digitally Enabled Workforce Programme	SKPI28 – %age of technology\, data and digital developments which are shaped by staff\, learner and partner feedback	Deliver a national programme to improve the digital leadership, digital skills and data skills of the health and social care workforce across Scotland to address key priorities in relation to workforce digital capability.	Delivery of the workstream actions and milestones aligned to the commissioned work from the Scottish Government (SG) Digital Health and Care Strategy, Data Strategy and Care in a Digital Age Delivery Plan.	Delivery of the workstream actions and milestones aligned to the commissioned work from the Scottish Government (SG) Digital Health and Care Strategy, Data Strategy and Care in a Digital Age Delivery Plan.	Delivery of the workstream actions and milestones aligned to the commissioned work from the Scottish Government (SG) Digital Health and Care Strategy, Data Strategy and Care in a Digital Age Delivery Plan.	Delivery of the workstream actions and milestones aligned to the commissioned work from the Scottish Government (SG) Digital Health and Care Strategy, Data Strategy and Care in a Digital Age Delivery Plan.	Green	The Leading Digital Transformation in Health and Care for Scotland MSc - PGCert Year for cohort 1 completed at the end of March 2024. A total of 108 Board Members have attended a Digital Mindset Session. The first single board exclusive session took place on 7 May 2024. Cohort 23 of the Digital Health and Care Leadership Programme commenced in May 2024 with 80 participants. By the end of June 2024, The Knowledge Information and Data Learning Network had grown with over 2,000 members from across the sector, including delivery of pre-beginner, beginner, intermediate and expert sessions in Power BI, R and Shiny and the launch of a new mentoring initiative. The Digital and Data Resource Hub completed its pilot phase in April 2024 where over 500 colleagues from across health and social care registered to help test and evaluate resources and the resources are now open access to all. Following research of what is already available and mapping out exactly what is required the Digital and Data Skills Capabilities Framework for health and social care was drafted in May and will be hosted on TURAS (open access). As of the end of May 2024, the M365 Skills hub had attracted 48,173 site visits from NHS, Local Authorities and Capability Scotland staff over the last 90 days. The initial pilot with five local authorities to share the hub was successful. Professional Development Award (PDA) in Technology Enabled Care NES and the SQA completed the design of online bite size learning resources as an introduction to the subjects covered in the PDA as part of creating a learning pathway for Technology Enabled Care and are free open access.

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8. Workforce	4419	Workforce	Education, training & workforce development	People	Deliver the NES Workforce Plan and Organisational Development (OD) Plan	SKPI1 – Employee Engagement Index	Deliver an Organisational Development plan that improves NES staff experience, engagement and overall approach in support of the NES Strategy. To work collaboratively across NES to co-design, deliver and evaluate staff development offerings and associated support to promote successful hybrid working, continued staff development & wellbeing. To monitor, manage and improve all approaches to ensure high staff engagement and wellbeing across NES.	Design and deliver programme of internal Learning and Development opportunities for the NES workforce. This will include improved Essential learning offers as outlined to SGC as well as delivering a successful learning at work week.	Review of NES Our Way and development of behaviours reflecting NES strategy Development and implementation of a new wellbeing framework with associated staff support and development opportunities.	Design and develop an annual building capabilities plan to inform yearly development funding needs for NES staff development	Creation of a Catalogue of learning for staff with increased offerings for Management staff including continuation of the NES Line Managers network with support for a range of managers and leaders across the organisation.	Green	We have delivered a number of outcomes and actions aligned to the OD Plan including the launch of the Wellbeing Hub, the Hybrid working policy which is due to be approved by the NES Executive Team in July 2024 and the line manager handbook which is also due for launch mid July 2024. The line manager network is already in place and is being enhanced by a full programme of supportive development sessions to support the line manager handbook. Other successes include a very successful Learning at Work week and the capability plan is in draft for launch end of July 2024. This will also coincide with the roll out of a new digital capabilities framework and supporting resources.
8. Workforce	4420	Workforce	National Leadership and QI programmes	Partnerships	SG delivery partner for leadership, digital and data	SKPI10 – %age of workforce accessing learning products	Design and deliver national succession planning process, infrastructure and governance aligned to local processes and supporting recruitment and onboarding processes for NHS Board Chief Executive Officer (CEO) and Executive Director roles.	Launch of Phase 2 of Chief Executive Succession Planning and Phase 1 of Aspiring Director succession planning as aligned to the commissioned workstreams	Continued delivery of the workstream actions and milestones for executive cohort development, succession planning and values based recruitment	Continued delivery of the workstream actions and milestones for executive cohort development, succession planning and values based recruitment	Continued delivery of the workstream actions and milestones for executive cohort development, succession planning and values based recruitment	Green	Senior Leadership Gateway app launched in April 2024 with tools and resources to support succession planning and development for current and aspiring Chief Execs and directors. Key stakeholder (CE, Chairs, HRDs) engagement complete and comms issued setting out requirements of next phase of talent identification for CE and Director roles. Network of Succession Planning leads in all 22 Boards established.. Initial plans developed for senior leader mentoring service. New assessment process for CE recruitment designed and piloted with two NHS Boards
8. Workforce	4422	Workforce	Education, training & workforce development	People	Lead and deliver education, training and CPD across health & social care workforce	SKPI11 – %age learners reporting that learning will improve access	Work in partnership with key stakeholders (including NHSS Boards and external networks) to improve access to learning and career development for the NHSS Support Workforce by identifying skills gaps, building capacity, enhancing the accessibility of career pathways and developing and delivering educational opportunities and resources.	Scoping and benchmarking of existing provision and identification of priorities	Plans agreed with strategic partners, including key outcomes and impact criteria	Implementation of priority projects in partnership with NHSS Boards, H&SC partners and NES colleagues	Ongoing implementation and review of priority projects	Green	Collected and reported Estates & Facilities workforce data to Scottish Government. Ongoing partnership with NHS Assure to help address some of the workforce challenges. Discussions on piloting new entry level job description guidance with two NHSS Boards as part of national strategic Anchors work. Support Workforce phase two research concluded. Findings to inform Q2-Q4 activity. Ongoing developments on new Learning for Career Success website with quals additions and career pathway mapping.
8. Workforce	4423	Workforce	National Leadership and QI programmes	Performance	Deliver national leadership and QI programmes	SKPI10 – %age of workforce accessing learning products	Design and deliver a national programme of development and peer learning opportunities to develop leadership skills, knowledge and behaviours needed to create a culture of collaborative working across health, social care and social work. (Leading to Change, You as a Collaborative Leader, New Horizons, Peer Thinking, Leading for the Future, Scottish Clinical Leadership Fellows, Management Training Scheme).	Delivered Developing Senior Systems Leadership (DSSL) programme and evaluated outcomes. Delivered alumni activities of Directors of public health leadership programme (DPH) and evaluated outcomes. Delivered events, webinars, website content and blogs on variety of leadership topics. Shape and deliver social care/social work offers and deliver allyship and diversity leadership at all level programme. SCLF - Delivery of Leadership and Management Development Sessions to Cohort 12. Leadership in Practice (Scotland) product available to directorates to embed in their leadership programmes and part of OD Plan Managers Toolkit offer. New Horizons - Evaluation of Cohort 2024/25 LFTF - Delivery of Module 5, Masterclass and Consolidation event for cohort 13 and recruiting and registration for Cohort 14. MTS - Interviewing for next cohort followed by checks and contracts for 2024 cohort Executive Coaching - Assessing tenders MTS planning for regional model	Delivered events, webinars, website content and blogs on variety of leadership topics. Shape and deliver social care/social work offers and deliver allyship and diversity leadership at all level programme. SCLF - Cohort 12 concludes and is evaluated. Cohort 13 is onboarded and L&MD Sessions held New Horizons - Begin recruiting for 2024/25 cohort and review materials / delivery LFTF - Evaluation of Cohort 13, review of modules and facilitator induction / development session and Induction for Cohort 14. MTS - 2024 Cohort induction and academic study start. 2023 cohort begin electives. Recruitment Planning begins for cohort 2025 moving regional model Executive Coaching - awarding tenders and onboarding MTS planning for regional model continues for 2025 cohort and tenders issued for psychometrics and assessment centres.	Delivered events, webinars, website content and blogs on variety of leadership topics. Shape and deliver social care/social work offers and deliver allyship and diversity leadership at all level programme. SCLF - Delivery of Leadership and Management Development Session to Cohort 13 and input to the selection to cohort 14. SCLIP - Leadership and Human Factors input to the Cohort Peer Thinking - Recruitment for the latest cohort New Horizons - Delivery of Module 1 LFTF - Delivery of Modules 1 and 2 and Skills Development session and securing / planning facilitator commitment for Cohort 15 MTS - Recruitment Planning continues for cohort 2025 moving regional model	Delivered events, webinars, website content and blogs on variety of leadership topics. Shape and deliver social care/social work offers and deliver allyship and diversity leadership at all level programme. SCLF - Delivery of Leadership and Management Development Session to Cohort 13 SCLIP - Leadership and Human Factors input to the Cohort Peer Thinking - Delivery of Peer Thinking sets New Horizons - Delivery of Modules 2 to 4 LFTF - Delivery of Modules 3 and 4 and first Masterclass for cohort 14 and beginning the Recruitment process for Cohort 15 MTS - Recruitment process begins.	Green	**Funding** - awaiting confirmation of Scottish Government funding for 2024/25. **DSSL** - Programme delivery concluded May 2024. Evaluation piece concluding in July 2024 - final evaluation outcome report pending. **DPH** - Programme delivery concluded in December 2023, evaluation concluded with report available in June. **Events and Engagement** - 8 virtual events and 1 in-person event delivered April to June across leadership and equalities topics with the in-person event specifically around leading with confidence. Event resource uploaded to L2C website and continued comms and marketing across social media platforms. Two series of podcasts were released in May. Continued user engagement with L2C App. **A Social Care and Social Work Sub-Group** (Reference Group) - continues to meet with membership from across various social care and social work organisations. **Allyship Hub (virtual resource)** - launched on L2C website in April. L2C involvement in delivery of Allyship session at NES virtual conference in April. **Developing Diverse Leaders** - Programme proposal drafted and sent to SG in April. Discussions ongoing. **National Leadership Programmes:** - funding confirmation awaited, which has resulted in a delay in opening recruitment for Leading for the Future and You as a Collaborative Leader. Plans in place to adapt model / delivery of these programmes and New Horizons in 2024/25 to take account of the anticipated reduction in budget. Reduction of budget in 2023/24 means that any planned in person events have been moved online e.g. LFTF Consolidation Event in June 2024. - Otherwise all programmes delivered as outlined. **MTS** - delay in confirmation of Scottish Government Funding for 2024/25 resulted in recruitment being delayed and ultimately pausing of the programme. There will be no 2024 Cohort. Planning still being progress for a regional model for Cohort 2025.
8. Workforce	4563	Workforce	Realistic Medicine & Value Based Health & Care	People	Develop education, training and tools to support delivery of realistic medicine and value based health and care	SKPI11 – %age learners reporting that learning will improve practice	Workforce Support future and current health and care workforce to practice Realistic Medicine (RM) and deliver Value Based Health & Care (VBH&C) through the development and dissemination of education, training and resources.	Identification of HEI early adopter sites for development of content for testing with undergraduate programmes	Measurement framework to analyse and evaluate training offerings. Development of HEI content.	Postgraduate training needs analysis. Testing of Undergrad content in early adopter sites.	Content creation of education, training and resources for postgraduate and continued testing of Undergrad content	Green	Linking with NHSSA, Learning and Innovation directorate to work within NES agreed partnerships with HEIs. Early adopter sites have been identified and working relationships and workplan discussions are underway. Scoping of existing HEI RM and VBH&C curriculum.
8. Workforce	4564	Workforce	Internal efficiency, sustainability & affordability	Performance	Maximise NES's efficiency and demonstrate best value	SKPI33 – Benefits realisation/ROI from corporate change activities	Manage and report progress on NES Corporate Improvement Transformation Plan (CIP) and prioritised PMO projects and Programmes; maintain Project Manager Community of Practice and NES QI Alumni; support delivery of continuous improvement across the organisation.	Delivery of all activity aligned to PMO projects and Programmes; maintain Project Manager Community of Practice and NES QI Alumni; support delivery of continuous improvement across the organisation. Establish Inaugural Project Management community of practice meeting.	Delivery of all activity aligned to PMO and continuous improvement, including management of Bright Ideas. Year 1 review of Corporate Improvement Business Partner model & Lessons Learned.	Delivery of all activity aligned to PMO and continuous improvement. Establishment of QI&PM subgroup to develop a plan for ongoing sharing of infromation and celebration of success.	Delivery of all activity aligned to PMO and continuous improvement, including management of Bright Ideas. Organisation wide event planned to spotlight improvement and project sussesses and learnings.	Green	Delivery of all activity aligned to PMO and continuous improvement, both teams working collaboratively to gain value from complementary methodologies. Management of Bright Ideas taken on by Planning but linked in to Business Transformation Programme (CIP Tier 1). Establishment of Project Management Network (community of practice) discussed at Learning at Work Week session attended by 156 staff.
8. Workforce	4566	Workforce	National Leadership and QI programmes	Performance	Deliver national leadership and QI programmes	SKPI11 – %age learners reporting that learning will improve practice	Build Quality improvement (QI) capacity and capability across public sector systems by: delivery of Scottish Improvement Leadership Programme (ScIL), Scottish Coaching & Leading for improvement Programme (SCLIP) Managing Quality in Complex Systems (MQCS); and delivery of the Scottish Quality & Safety Fellowship.	Commence 1st cohort of SCLIP and 1st cohort of MQCS	Commence 2nd cohort of SCLIP and completion of 2023/24 QI masterclass series	Commence 3rd cohort of ScLIP, 1 cohort of ScIL, 1 cohort of SQSF and 2nd cohort of MCQCS.	completion of 2 further cohorts of MQCS	Green	The QI training programmes commenced as scheduled. Recruitment has also commenced for the Scottish Improvement Leader programme in Q1 to support the planned commencement in Q3.
8. Workforce	4582	Workforce	National Leadership and QI programmes	Performance	Deliver national leadership and QI programmes	SKPI11 – %age learners reporting that learning will improve practice	Provide a national programme to develop NHS Board Chairs and Non-executives fulfil the Blueprint for Good Governance by delivering: Visible ladder of development from pre appointment through to Adept Board Chair; Deliver an Aspiring Chairs programme and national induction; Facilitate peer to peer learning through Board Chair Action Learning Sets, Cross Board Mentoring, Networking events; Design education and training to address individual and whole Board development training needs; Develop and deliver recommendations in the Blueprint for Good Governance as commissioned by Scottish Government.	Launch of Aspiring Chair programme. Plan for revised Board development approach in place	Delivery of board development programmes in line with Board Development Plan	Delivery of board development programmes in line with Board Development Plan.	Conclusion of Aspiring Chairs Programme. Delivery of board development programmes in line with Board Development Plan. proposal for next year's Programme.	Green	Launch of the second year of the Aspiring Chairs Programme. positive feedback from all involved. Held sessions with Minister and several NHS Board Chairs. Launch of Blueprint for Good Governance Part 2 Module. Very positive feedback from board members across Scotland who are currently completing this. Succession Planning module completed and in testing. Ongoing Board Development teamwork including routine check in with new board members and support to various Non-Exec networks. Still awaiting final commission for this year from Scottish Government but have had written assurances.
8. Workforce	4596	Workforce	Centre for Workforce Supply Social (CWSS)	People	Workforce development to increase capacity & capability across social care workforce	SKPI11 – %age learners reporting that learning will improve practice	Subject to funding we will deliver: 2024/25 Grow the internationally recruited adult social care workforce in Scotland through a centre for excellence model: Embedding international recruitment as an ethical and sustainable workforce pipeline for adult social care to meet current and future demand; Enables providers to expediate their recruitment processes through improving recruitment and retention processes whilst removing risk and supporting the system; and Support the delivery of the Scottish Government health and social care workforce strategy	Q1 of 2024/25 will be delivering the final outputs of the feasibility study and closing the first iteration of the project.	Iteration 2 launch webinar Launch QR Codes for learners Set up Modern Slavery Advisory Group Scope policy and data work PCQA Developed	Develop closure strategy. Resource Refresh Open Badge Development Modern Slavery Data work begun Interventions scoped	Policy and data work delivered Interventions designed Open Badge Launched PCQA Launched Suite of attraction tools launched	Red	Scottish Government have not yet confirmed funding or configuration of the Centre for Workforce Supply project. The main deliverables for Quarter 1 were a learning report and webinar both of which have been delivered but any future work is on hold until an agreement is reached.
8. Workforce	4597	Workforce	Education, training & workforce development	People	Workforce development to increase capacity & capability across social care workforce	SKPI10 – %age of workforce accessing learning products	Define, design and deliver a Once for Scotland approach for recruitment of Armed Forces (AF) service leavers, veterans and the wider military community.	Implement Annual Delivery Plan; deliver educational package to NHSS Boards.	Deliver national NHSS Armed Forces event (conference).	Scope and commission career pathways for Armed Forces community	AFTP linked to strategic employment workstreams with measurable impact.	Green	Continued engagement with NHSS boards;, development and launch of a revised site page on the NHSS Careers website; engagment sessions with key MOD groups; development of RCN and NHS partnership programme.
8. Workforce	4598	Workforce	National Leadership and QI programmes	Partnerships	SG delivery partner for leadership, digital and data	SKPI10 – %age of workforce accessing learning products	Provide a national programme of development and peer learning opportunities to support and develop the leadership skills, knowledge and behaviours needed to create and support a culture of collaborative working across health, social care and social work.	Delivery of the workstream actions and milestones aligned to the commissioned work from the Improving Wellbeing and Workforce Culture Framework and Action Plan	Delivery of the workstream actions and milestones aligned to the commissioned work from the Improving Wellbeing and Workforce Culture Framework and Action Plan	Delivery of the workstream actions and milestones aligned to the commissioned work from the Improving Wellbeing and Workforce Culture Framework and Action Plan	Delivery of the workstream actions and milestones aligned to the commissioned work from the Improving Wellbeing and Workforce Culture Framework and Action Plan	Green	Discussions under way between NES and SG on 2024/25 commissioning of national leadership development and succession planning.
9. Digital Services Innovation Adoption	Deliverable Closed 4599	Workforce	Education, training & workforce development	Partnerships	SG delivery partner for leadership, digital and data	SKPI28 – %age of technology\, data and digital developments which are shaped by staff\, learner and partner feedback	This deliverable was closed during 2024/25 Quarter 1. Please see the Quarter 1 narrative update (column N) for further detail. Digitally Enabled Workforce team in NES in collaboration with partner organisations across the Health and Social Care sector will work to successfully deliver a national programme as sponsored by Scottish Government and in alignment with the commitments within the Digital Health and Care Strategy, Data Strategy, Care in the Digital Age Delivery Plan to address key priorities to improve workforce digital capability.	Delivery of the commissioned workstreams	Delivery of the commissioned workstreams	Delivery of the commissioned workstreams	Delivery of the commissioned workstreams	N/A	The NES Executive Team agreed that this deliverable (4599) should be closed as it is a duplicate of 4418. Quarterly updates relating to the national programme of work supporting the improvement of digital leadership, digital and data skills of the health and social care workforce in Scotland are provided via deliverable 4418.

SG Recovery Driver	2024/25 ADP Deliverable Number	Directorate	Medium-Term Priority	NES Strategic Theme	NES Strategic Theme Detail	NES KPI Reference	2024/25 Deliverable Summary Brief summary of the deliverable, outlining the intended action and what this will achieve in 2024/25.	Q1 Milestones What you intend to have achieved by Q1	Q2 Milestones What you intend to have achieved by Q2	Q3 Milestones What you intend to have achieved by Q3	Q4 Milestones What you intend to have achieved by Q4	Q1 RAG Status	Progress in Q1
8. Workforce	4615	Workforce	Internal efficiency, sustainability & affordability	Performance	Maximise NES's efficiency and demonstrate best value	Operational	Delivery of eRostering Project within NES.	Initiation Call- Operational Practice Workshop - Signed PID - Benefits Realisation workshop- Data collection- Impact Assessment. . Reduced working week implementation. Hand over to HR BAU team.	Sickness absence reporting midgration from JIRA to eRostering.	Project Sign Off and Handover To Support & CSA	Benefilts realisation.	Green	Allocate eRostering has was implemented in April 2024, with 100% of the staff now using the system for annual leave. The system requires updates due to the reduced working week, which is taking place in July 2024.
8. Workforce	4681	Workforce	National Leadership and QI programmes	Partnerships	SG delivery partner for leadership, digital and data	SKPI11 – %age learners reporting that learning will improve practice	Act as the Scottish Government delivery partner for coaching interventions to support wellbeing through GP Coaching (if commissioned).	Executive Coaching - Opening for professional coaching tender.	Work with programme leads and provider to bring programmes onto the NCMP in a staged approach GP Coaching - Subject to confirmation of SG funding begin marketing coaching offer	Profession Coaching - Tenders evaluated and awarded. New coaches onboarded to National Coaching and Mentoring Platform. The Executive Coaching tender opens. GP Coaching - **Subject to funding** Application panel and onboarding to the initial wave and subsequent mini wave depending on utilisation / uptake of offered sessions	GP Coaching - Funding Bid to SG and evaluation of 2024/25 Executive Coaching Tender evaluated and awarded.	Green	**Funding** - awaiting confirmation of Scottish Government funding for 2024/25. **Coaching for wellbeing** - fiscal position unknown, plans put in place to wind down the service in anticipation. Subsequent confirmation that Coaching for Wellbeing would not be continued received on 30th March and notice period invoked with platform provider. **GP Coaching** delivered as planned and funding bid with Scottish Government for 2024/25. Evaluation of both services being together on both services.

NHS Education for Scotland   NES/24/53

Agenda Item: 08d

Date of meeting: **15 August 2024**

NES Public Board Meeting

1.   Title of Paper

1.1.   Strategic Key Performance Indicator (SKPI) Report: Revised Board Reporting Sequencing.

2.   Author(s) of Paper

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

3.   Lead Director(s)

3.1.   Christina Bichan, Director of Planning and Performance

4.   Situation/Purpose of paper

4.1.   This report presents a proposal to amend the scheduling of Strategic Key Performance Indicator (SKPI) quarterly reports to the Board and delegated Committees.

4.2.   The Board is asked to review and approved the proposed approach.

5.   Background and Governance Route to Meeting

5.1.   As reported to the Board in May 2024, a recent internal audit recommended that steps should be taken to ensure that SKPI performance data is scrutinised by the relevant Standing Committee prior to being presented to the NES Board.

5.2.   This paper presents proposed sequencing to meet the requirements of this recommendation.

6.   Assessment/Key Issues

6.1.   Consideration of options

6.1.1.   Following the recommendation made by internal audit, options to address the highlighted misalignment of sequencing were explored with the support of the Board Secretary.

6.1.2.   Given that for 2024/25 dates for all committee meetings were already in place, a proposal which amends the sequencing of report consideration by the Board, rather than meeting dates was considered the most appropriate.

6.1.3.   For 2025/26, when meeting dates are being set, the requirement for Commitee scrutiny of quarterly reports ahead of presentation to Board will be considered.

6.2.   Proposed reporting schedule 2024/25

6.2.1.   Table 1 below presents the proposed scheduling of quarterly strategic key performance indicator reporting to Board and the governance committees (quarter 4 dates will be finalised and provided in due course). The Board will continue to receive quarterly delivery performance reports in line with the schedule of business.

Table 1: Proposed schedule of Strategic Key Performance Indicator reporting – 2024/25

	Q1 report	Q2 report	Q3 report	Q4 report
Quarter closes	30 June	30 September	31 December	31 March
Staff Governance Committee	22 August	07 November	20 February	TBC
Technology and Information Committee	27 August	04 November	27 January	TBC
Education & Quality Committee	12 September	05 December	06 March	TBC
Audit and Risk Committee	03 October	16 January	16 January	TBC
Board	21 November	06 February	27 March	TBC May
ADP to Board	15 August	21 November	27 March	May

6.2.2.   To enable the Board to receive the most up to date SKPI reports for awareness, it is proposed that in addition to the above scheduling, the quarterly full SKPI report will be circulated to Board and the Executive Team by correspondence on the following dates to coincide with Board paper circulation:

- Q1 full report to Board by correspondence 8 August 2024.
- Q2 full report to Board by correspondence 14 November 2024
- Q3 full report to Board by correspondence 30 January 2025
- Q4 full report to Board not required by correspondence as it will be available for the actual May 2025 meeting.

6.3.   Implications of proposed change

6.3.1.   The proposed amendment to scheduling will give assurance that SKPIs have been reviewed by the appropriate Committee before coming to Board. However, it might also imply reports being delivered to Board slightly later than has been the case in 2023-24. It is intended that this will be remedied by the addition of timely circulation for awareness as outlined in 6.2.

7.   Recommendations

7.1.   The Board is asked to review this report and approve the proposed schedule outlined in section 6.2.

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a) **Have Educational implications been considered?**
    ☒   Yes
    ☐   No

b) **Is there a budget allocated for this work?**
    ☒   Yes
    ☐   No

c) **Alignment with Our Strategy 2023 – 26 People, Partnerships and Performance**
    ☒   1. People Objectives and Outcomes
    ☒   2. Partnership Objectives and Outcomes
    ☒   3. Performance Objectives and Outcomes

d) **Have key strategic risks and mitigation measures been identified?**
    ☒   Yes
    ☐   No

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

    ☒   Yes

    ☐   No

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

    ☒   Yes

    ☐   No

g) **Have you considered Emergency Climate Change and Sustainability implications as per DL (2021) 38?**

    ☒   Yes

    ☐   No

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

    ☒   Yes

    ☐   No

Author name: Simon Williams
Date: July 2024
NES

NHS Education for Scotland   **NES/24/54**

Agenda Item: 09

Meeting Date: 15 August 2024

NES Public Board Meeting

1.   Title of paper

1.1.   2020-2023 Corporate Parenting Triennial progress report

2.   Author(s) of paper

2.1.   Nancy El-Farargy, Planning and Corporate Governance

3.   Lead Director(s)

3.1.   Gordon Paterson, Director of Social Care

4.   Situation/purpose of paper

4.1.   The Children and Young People (Scotland) Act 2014[1] came into force on 01 April 2015. Part nine of the said Act outlines the role of "Corporate Parents", with section 58 describing the responsibilities of Corporate Parents towards the wellbeing of care-experienced ("looked-after") children and young people[2].

4.2.   The Scottish Government describes Corporate Parenting as "An organisation's performance of actions necessary to uphold the rights and safeguard the wellbeing of a looked after child or care leaver, and through which physical, emotional, spiritual, social and educational development is promoted"[3].

4.3.   The NES Board is asked to approve the attached report.

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[1] Crown Copyright (2014) 'Children and Young People (Scotland) Act 2014'. Norwich: The Stationery Office. Available at: https://www.legislation.gov.uk/asp/2014/8/contents (Accessed: 2 July 2021).

[2] Young people in this context are defined as those being at least 16 years old but under the age of 26 and are no longer being looked after by a local authority (i.e., on their 16th birthday or at any subsequent time, they were previously looked after by their local authority).

[3] Scottish Government (2015) 'Children and Young People (Scotland) Act 2014: Statutory Guidance on Part 9: Corporate Parenting'. Edinburgh: Scottish Government. Available at: https://www.gov.scot/publications/statutory-guidance-part-9-corporate-parenting-children-young-people-scotland/documents/ (Accessed: 16 November 2021).

5. Background and governance route to meeting

5.1. As per the Children and Young People (Scotland) Act 2014, it is the duty of every Corporate Parent to:

- Be alert to matters which, or which might, adversely affect the wellbeing of applicable children and young people.

- Assess the needs of those children and young people.

- Promote the interests of those children and young people.

- Seek to provide those children and young people with opportunities to participate in activities designed to promote their wellbeing.

- Take action to help those children and young people to access appropriate opportunities and services.

- Take other action, as required, for the purposes of improving the way the Corporate Parenting function is delivered.

5.2. Part 18 (section 96) of the said Act defines the wellbeing of children and young people as those who are (or would be): safe; healthy; achieving; nurtured; active; respected; responsible; and included (commonly referred to as 'SHANARRI'; the eight wellbeing indicators).

5.3. In April 2021, we provided the Scottish Government with an update on our Corporate Parenting activities (via completion of a questionnaire).

5.4. In June 2022, we delivered a strategic 'hot topics' discussion session to the then NES Extended Executive Team.

5.5. In August 2022, we delivered a board development session on Corporate Parenting.

5.6. In November 2022, the Executive Team received an updated three-year high level NES Corporate Parenting plan, which was subsequently shared with the Scottish Government.

5.7. In July 2024, the Executive Team received the Corporate Parenting progress reports (and in August 2024 as part of the earlier distribution of the August 2024 Board papers).

5.8. In support of this work, we continue to engage with the Equality and Human Rights Steering Group (EHRSG) and the NES Women, Children, Young People and Families (NES WCYPF) group.

6.   Assessment/key issues

6.1.   We are committed to supporting the workforces we work with, to positively influence the lives of care-experienced children and young people.

6.2.   In line with our new Strategy, operational planning cycles and reporting requirements, Corporate Parenting is a NES-wide responsibility. The aim is for the agenda to be embedded throughout all relevant education, training, and workforce development opportunities. All staff are encouraged to discuss developments, to support awareness raising activities and to mainstream the work, where applicable.

6.3.   The attached report provides an overview of our work in this area and highlights our engagements and partnership working with an extensive range of organisations.

7.   Recommendation(s)

7.1.   The NES Board is asked to approve the attached report.

Checklist

a)   Have educational implications been considered?
        ☒   Yes
        ☐   No

b)   Is there a budget allocated for this work?
        ☒   Yes
        ☐   No

c)   Alignment with Our Strategy 2023-2026 People, Partnerships and Performance
        ☒   1. People objectives and outcomes
        ☒   2. Partnership objectives and outcomes
        ☒   3. Performance objectives and outcomes

d)   Have key strategic risks and mitigation measures been identified?
        ☒   Yes
        ☐   No

e)   Have equality, diversity, human rights and health inequality issues been considered as per Fairer Scotland Duty: Guidance for Public Bodies and Corporate Parenting as per the Children and Young People (Scotland) Act 2014?
        ☒   Yes
        ☐   No

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

☒   Yes

☐   No

g)   Have you considered emergency climate change and sustainability implications as per DL (2021) 38?

☒   Yes

☐   No

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

☒   Yes

☐   No

Author: Nancy El-Farargy
Date: Thursday 08 August 2024
NHS Education for Scotland

Corporate Parenting progress report
NHS Education for Scotland (NES)

August 2024

Draft

Last updated: Thursday 08 August 2024

Contents

1. Corporate Parenting

1.1. Introduction and legislation

1.1.1. The Children and Young People (Scotland) Act 2014[1], came into force on 01 April 2015. Part nine of the said Act outlines the role of "Corporate Parents", with section 58 describing the responsibilities of Corporate Parents towards the wellbeing of care-experienced ("looked-after") children and young people[2].

1.1.2. As per the Act, it is the duty of every Corporate Parent to:
- Be alert to matters which, or which might, adversely affect the wellbeing of applicable children and young people.
- Assess the needs of those children and young people.
- Promote the interests of those children and young people.
- Seek to provide those children and young people with opportunities to participate in activities designed to promote their wellbeing.
- Take action to help those children and young people to access appropriate opportunities and services.
- Take other action, as required, for the purposes of improving the way the Corporate Parenting function is delivered.

1.1.3. Part 18 (section 96) of the said Act defines the wellbeing of children and young people as those who are (or would be): safe; healthy; achieving; nurtured; active; respected; responsible; and included (commonly referred to as 'SHANARRI'; the eight wellbeing indicators).

1.1.4. The Scottish Government describes Corporate Parenting as "*An organisation's performance of actions necessary to uphold the rights and safeguard the wellbeing of a looked after child or care leaver, and through which physical, emotional, spiritual, social and educational development is promoted*"[3].

1.1.5. As an organisation, we do not typically deliver any direct services to children. However, as a Corporate Parent, we have an opportunity – and responsibility – to shape the lives of care-experienced children and young people. As outlined in our new Strategy 2023-2026, we are committed to supporting care-experienced children and young people, and look forward to continue working with our extensive range of partners and stakeholders.

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[1] Crown Copyright (2014) 'Children and Young People (Scotland) Act 2014'. Norwich: The Stationery Office. Available at: https://www.legislation.gov.uk/asp/2014/8/contents (Accessed: 2 July 2021).

[2] Young people in this context are defined as those being at least 16 years old but under the age of 26 and are no longer being looked after by a local authority (i.e., on their 16th birthday or at any subsequent time, they were previously looked after by their local authority).

[3] Scottish Government (2015) 'Children and Young People (Scotland) Act 2014: Statutory Guidance on Part 9: Corporate Parenting'. Edinburgh: Scottish Government. Available at: https://www.gov.scot/publications/statutory-guidance-part-9-corporate-parenting-children-young-people-scotland/documents/ (Accessed: 16 November 2021).

1.2.   Report outline

1.2.1. In this report, our activities are aligned with the following six Corporate Parenting responsibilities:
- **R1:** being **alert** to the wellbeing of care-experienced children and young people.
- **R2: assess** the needs of care-experienced children and young people for the services and support we provide.
- **R3: promote** the interests of care-experienced children and young people.
- **R4:** provide care-experienced children and young people with **opportunities** to promote their wellbeing.
- **R5:** help care-experienced children and young people to **access** our opportunities, services, and support.
- **R6: improve** the way our Corporate Parenting function is delivered.

1.2.2. It is however, acknowledged that overlaps do exist.

1.2.3. This report is presented as follows:
- A summary of activities delivered in 2018-2021 (p. 5).
- Activities delivered over 2021-2024 (p. 8).

2.   Summary of 2018-2021 activities

2.1.   R1: being alert to the wellbeing of care-experienced children and young people

2.1.1.   We continued to raise awareness of our Corporate Parenting role and promoted learning opportunities for staff, including to our Board and the then Senior Leadership and Management Team.

2.1.2.   We worked with 'Who Cares? Scotland' to embed the views of care-experienced children and young people in our plans and to develop a Corporate Parenting e-Learning module for NHS staff. This included content that explained how young people felt about NHS services, some of the challenges they faced, and how NHS staff can help improve outcomes for this group.

2.1.3.   We also hosted a workshop with 'Who Cares? Scotland', which considered areas around workforce diversification, and recruitment and employment practices. This also included an assessment of barriers that may exist in gaining and sustaining employment for care-experienced people.

2.2.   R2: assess the needs of care-experienced children and young people for the services and support we provide

2.2.1.   Our work afforded us the opportunity to reflect on the needs of care-experienced young people in our educational resources and initiatives. We promoted staff awareness of the needs of care-experienced young people through educational resources within dental care, general practice, and mental health services. Initial feedback indicated that our initiatives improved understanding and awareness of the needs of care-experienced children and young people.

2.3. R3: promote the interests of care-experienced children and young people

2.3.1. Care-experienced week (23-31 October 2020) was an opportunity to celebrate the care-experienced community. We welcomed 'Who Cares? Scotland' to deliver a workshop for those involved in recruitment practice, workforce development and in promoting equality and diversity:

- Employing care-experienced people and diversifying the workforce.
- Unconscious bias and stigma in recruitment and employment practices.
- Barriers that exist in gaining and sustaining employment for care-experienced people.
- Positive working relationships within a diverse workforce.

2.3.2. Care-experienced week also afforded us the opportunity to promote the Corporate Parenting online learning module. We continued to promote awareness raising to our Board, senior managers, and staff on our organisational Corporate Parenting role, as well as to relevant partners across health and social care.

2.3.3. We engaged with equality and diversity leads across NHS Scotland to consider how equality and diversity educational resources at local, regional and national levels could contribute to raising awareness of the needs of care-experienced young people.

2.4. R4: provide care-experienced children and young people with opportunities to promote their wellbeing

2.4.1. We worked with the NHS Scotland Employability and Apprenticeship Network (and key partners) to support further development opportunities (including qualifications) and more flexible career pathways for care-experienced young people joining the workforce. We also worked with the Prince's Trust to promote their 'Get into Healthcare' Programme across NHS Scotland.

2.4.2. We made NHS Scotland boards aware of funding streams for Apprenticeship programmes which were targeted at young people. Again, our aim was to increase awareness across the service of the needs of care-experienced young people.

2.5. R5: help care-experienced children and young people to access our opportunities, services and support

2.5.1. We acknowledge that we do not provide any direct services to children. However, our role and remit are centred around upskilling the workforce who do. We indirectly supported this area through our educational resources and, for example, through our employability and apprenticeship work with NHS Scotland boards (section 2.4).

2.6. R6: improve the way our Corporate Parenting function is delivered

2.6.1. To update new colleagues about the then relatively new arrangements, we highlighted our role as a Corporate Parent in our corporate induction materials.

2.6.2. In September 2019, we updated our Board on our Corporate Parenting activities and progress. As of July 2019, these included the provision of Multi-systemic Therapy consultancy, a refresh of Child and Adolescent Mental Health Services' (CAMHS) resources to include material focussed on care-experienced children and young people), a refresh of the Corporate Parenting communications plan, and information on the NHS Scotland Employability and Apprenticeship Network and other partners.

2.6.3. Our Corporate Parenting action plan was newly integrated into the annual operational planning process, in which we reported our performance quarterly. The action plan was also monitored by our then Person-Centred Care, Participation, and Equality & Diversity Leads Network (PEDLN).

2.6.4. In December 2020, we produced a draft Corporate Parenting action plan for 2021-2022, which was shared with the then PEDLN group. This plan focussed on four main activities, namely:
- Educational materials for health and care professionals.
- Educational materials for 'Who Cares? Scotland' staff.
- Improving employability for care-experienced people.
- Representing the needs of care-experienced people in the trauma training programme.

2.6.5. In December 2020, we started planning for the national Corporate Parenting Report to Parliament 2021 (as per the Scottish Government's request for the reporting period 01 April 2018 to 31 March 2021). (This update was provided to the Scottish Government in April 2021, as noted section 3.7.1).

3. NES activities – 01 April 2021 to 31 March 2022

3.1. Introduction

3.1.1. This section of the report presents our Corporate Parenting activities delivered during 01 April 2021 to 31 March 2022. This is part of the third three-year reporting cycle since the implementation of the Children and Young People (Scotland) Act 2014 in 2015.

3.1.2. Our activities are aligned with the six responsibilities of Corporate Parents. However, it is acknowledged that overlaps exist across the categories.

3.2. R1: being alert to the wellbeing of care-experienced children and young people

3.2.1. In April 2021, we published a [Knowledge and Skills Framework for the Scottish Workforce working with children and young people](). This framework sets out the levels of knowledge and skills required by staff, across agencies, to deliver wellbeing and mental health support and interventions within the framework of 'Getting it Right for Every Child' (GIRFEC). It takes a rights-respecting approach in line with the United Nations Convention on the Rights of the Child (UNCRC) as well as the European Convention on Human Rights (ECHR).
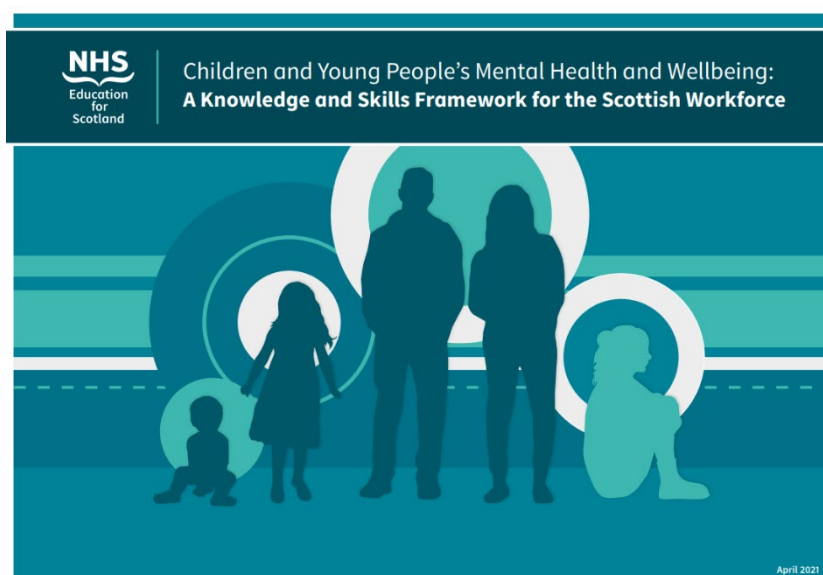
- **Informed** Practice Level describes the baseline knowledge and skills required by everyone who works with children and young people.
- **Skilled** Practice Level describes the knowledge and skills required by all workers who have direct and/or substantial contact with children and young people who may be experiencing mental health challenges.
- **Enhanced** Practice Level details the knowledge and skills required by workers who have more regular and intense contact with children and young people who are known to have difficulties with their mental health. This workforce usually provides specific support or interventions and can direct or manage services.
- **Specialist** Practice Level details the knowledge and skills required by staff who, by virtue of their pre-registration specialist training, job role and practice setting, play a specialist role in directly providing specialist neurodevelopmental assessments, mental state examinations or interventions, including medical interventions, and evidence-based psychological interventions to children and young people.

3.2.2. We developed high-volume training at trauma-skilled level as part of our trauma training portfolio for some of the workforces that support children and young people with care experience. In progressing this work, we collaborated with the Professional Social Work Advisor for trauma (Office of the Chief Social Worker, Scottish Government). The priority was to support the ambition of 'The Promise' for a trauma-informed workforce.

3.2.3. The trauma skilled e-module in TURAS Learn is mapped to the trauma Knowledge and Skills Framework (KSF) for children and young people generally. However, we have used care-experienced examples to highlight some of their specific needs in terms of trauma.

3.3. R2: assess the needs of care-experienced children and young people for the services and support we provide

3.3.1. To help ensure that the needs of care-experienced young people were understood and appropriately taken into consideration, our NES Women, Children, Young People and Families (NES WCYPF) group reviewed our educational materials (September 2021). The review highlighted that resources may be implicit, i.e., not focussed on care-experienced people only. The exercise raised awareness of strengthening the focus of relevant resources through examples and scenarios. The resources identified were:

- 'Child protection: it's everyone's job to make sure I'm alright.'
- Learning disabilities.
- Consultation skills: consulting with children and young people.
- Sexual Health for Community Pharmacy: Emergency Contraception.
- Essential Child and Adolescent Mental Health Services (CAMHS).

- Trauma Skilled Practice (two-day workshop for Child and Adolescent Mental Health Services (CAMHS) clinicians).
- 'Opening Doors: Trauma Informed Practice for the Workforce' animation.

- 'Sowing Seeds': Trauma-informed practice for anyone working with children and young people' animation.

- Four trauma modules as part of the work of the Training in Psychological Skills Early Intervention Workstream.
- The Family Nurse Partnership (FNP): FNP education offers resources for family nurses to promote how we talk and learn about care-experienced children and young people.
- Speech, language and communication: giving children the best start in life.
- Health Visiting and School Nursing Community of Practice.

- Part of the ['Childsmile' Learning Programme](#) in TURAS: training involves Family Case studies and scenarios (involving communication methods and behaviour change techniques) which aim to improve oral health. Learners are encouraged to develop engagement skills and reflection using 'compassionate connections' scenarios.

3.3.2. In September 2021, we also recommended that it would be more meaningful to health and care professionals (who provide services to those care-experienced individuals) for Corporate Parenting resources to be 'threaded' within all resources. It was, however, noted that a resource directed specifically towards educators would raise awareness and engage staff.

3.4. R3: promote the interests of care-experienced children and young people

3.4.1. During Care-experienced week (25-29 October 2021), we delivered a programme of all-staff online learning sessions, which included topics on education and employment, *The Promise* and mentoring. We considered the links between experiences of care and educational outcomes, the challenges of seeking and securing employment, and the support that can make a difference. We also discussed the benefits of mentoring for care-experienced young people.

3.4.2. Despite limitations due to the pandemic, we worked with the 'Who Cares? Scotland' team to signpost and promote our existing educational materials. We provided guest speaker input on trauma-informed practice and this was warmly received.

3.5. R4: provide care-experienced children and young people with opportunities to promote their wellbeing

3.5.1. In July 2021, we published a staff video on volunteering as a mentor to care-experienced young people. This highlighted the role of a volunteer, what it involves and how it helps a young person.

3.6. R5: help care-experienced children and young people to access our opportunities, services and support

3.6.1. In support of promoting the care-experienced voice, 'Who Cares? Scotland' took part in a national workshop on employability. They have also contributed to our Employability and Apprenticeships Action Group to review current recruitment processes, providing expert input and constructive feedback.

3.7. R6: improve the way our Corporate Parenting function is delivered

3.7.1. In April 2021 we provided the Scottish Government with an update on our 2018-2021 activities. This return was provided in the form of a completed survey (which all NHS Scotland boards, and other public sector organisations, were asked to complete).

3.7.2. In March 2022, we appointed our first Director of Social Care, which amongst other activities, allowed us to plan developments with *The Promise*.

3.7.3. We continued to attend training sessions offered by 'Who Cares? Scotland' to help keep up to date with the Corporate Parenting agenda and to share experiences with other groups.

4.   NES activities – 01 April 2022 to 31 March 2023

4.1.   Introduction

4.1.1.   This section of the report presents our Corporate Parenting activities delivered during 01 April 2022 to 31 March 2023. This is part of the third three-year reporting cycle since the implementation of the Children and Young People (Scotland) Act 2014 in 2015.

4.1.2.   Our activities are aligned with the six responsibilities of Corporate Parents. However, it is once again acknowledged that activities may span across more than one category.

4.2.   R1: being alert to the wellbeing of care-experienced children and young people

4.2.1.   We proactively raised awareness of children and young people's wellbeing through educational activities. For example, we collaborated with Education Scotland to promote inter-professional learning on children's rights and health and wellbeing in school communities. Through a children's rights lens, educational sessions explored the context of health and wellbeing for children and young people. A variety of evidence, including the resources and actions within *The Promise*, 'Getting it Right for Every Child' (GIRFEC) and the United Nations Convention on the Rights of the Child (UNCRC), was used to inform this work.

4.2.2.   We delivered a series of webinars for the school nursing workforce, which included sessions on children's rights through the UNCRC and GIRFEC, inclusive of awareness on wellbeing indicators.

4.2.3.   We fostered links with a professional panel to help develop a skills and knowledge framework for the UNCRC implementation. Led by a collective of third sector organisations, the project included a children and families panel to ensure that resources are co-designed. This partnership work contributed to an increased understanding of the wellbeing of children and young people, including children and young people who have been care-experienced.

4.2.4.   We continue to explore partnerships with the third sector and other colleagues and organisations to ensure that the voices and experiences of children and young people are integral to our work. This will be actioned through the NES Women, Children, Young People and Families group.

4.2.5. As part of the performance enhancement review process with Higher Education providers of school nursing education, the care-experienced children and young people cohort has been a priority area. The way in which learning is incorporated into the school nursing curriculum has provided evidence for these reviews, where significant enhancements have been noted during the past two years. As a result, we have promoted examples of good practice of local projects with national interest – which contribute to the wellbeing of children and young people in Scotland.

4.2.6. To support the best outcomes for babies, children and young people, and alternative caregivers (adoptive, fostering, kinship, residential care and guardians) who provide parental care, we were commissioned by the Scottish Government to complete an evidence review. This will inform planning, on a national approach to provision of training on the impact of trauma, for alternative caregivers.

4.2.7. We continue to engage with key partners, including the Office of the Chief Social Worker, Social Work Scotland, and the Children's Hearing System. We have been building bi-directional relationships with 'Who Cares? Scotland', which has supported the development of our trauma skilled practice resource: trauma in children and young people. Our Trauma Team has also offered 'Who Cares? Scotland' places in the Scottish Trauma-Informed Leaders Training (STILT), with follow up specialist coaching (by a Principal Educator who provides specific care-experienced leadership in the team). The training team also prioritised the development and delivery of training for trainers, to sustain high-volume delivery and implementation going forward.

4.2.8. One of our training teams focussed on the priority groups identified by the Children, Young People and Families Collective leadership group. These groups include the Children's Hearing System, Health Visitors, Looked After and Accommodated Children, school nurses, and secure care settings. **<**During 2022-2023, 500 training places were offered, with follow up coaching available for a one-day 'skills into practice course'**>**.

4.2.9. Although our Multi-Systemic Therapy (MST) work is more related to preventing family breakdown and from young people becoming care-experienced in the first place, there are some points that may be relevant to the care-experienced cohort. Fife Council has worked on a 'Home to Fife' approach, which sought to bring Fife Children and Young People in care out-with the area, back into the Local Authority. MST has been an integral part of this policy, and as part of reunification plans, a number of children and young people have returned to the care of their families. One of our consultants has been part of the discussions with the Professional Social Work Advisor for Trauma (Office of the Chief Social Worker, Scottish Government) to increase awareness of MST; including discussions about our existing infrastructure.

4.2.10. From the perspectives of Child and Adolescent Mental Health Services (CAMHS) and the Enhanced Psychological Practice (EPP) programme, we continue to reflect on the experiences of care-experienced children and young people in our education and training offerings. Examples include:
- The Knowledge and Skills Framework for Children and Young People Mental Health and Wellbeing.
- Essential CAMHS modules one to three, which are open to the entire children and young people workforce. Themes about care-experienced children and young people are included throughout the learning resources; as information, as well as reflective exercises.
- The learning module 'CAMHS: Introduction to working with children and young people who have experienced trauma' includes a case study that involves a care-experienced young person.
- As part of the EPP children and young people programme, Module one – Context and Values – explicitly discusses care-experienced children and young people.

4.2.11. Whilst not specifically targeted to those working with care-experienced families, our [Perinatal and Infant Mental Health (IMH)](#) offerings are still relevant for such families (including foster parents, adoptive parents and birth parents), as they involve attachment and relationship-focussed approaches. These education and training resources aim to improve the parent-child relationship and support the emotional, social and behavioural development of children. They are early intervention and prevention approaches to strengthen families and help parents raise their children in ways that are known to optimise child development and family relationships.

4.2.12. We continue to promote our existing psychology resources to relevant workforces. Although not targeted specifically to the workforce supporting those care-experienced, they remain relevant to those working with care-experienced families:

- The [Psychology of Parenting Programme (PoPP)](#): this involves evidence-based parenting interventions for children aged 3-12 years, where there are concerns about their emotional, social and behavioural development (which are more likely to be elevated in care-experienced children), as well as potentially for typically developing teenagers.
- Solihull Approach Foundation Level training: this aims to help parents understand their child's behaviour in the context of their development and the parent-child relationship. It focuses on developing nurturing and supportive relationships between children and their carer by promoting reflective, sensitive and effective parenting.
- Connecting with Parent's Motivations: this is a strength-based communication skills training system for professionals, to help engage families into evidence-based parent-child relationship focussed interventions.
- [Early Intervention Framework](#): this database of evidence-based early intervention and prevention approaches to supporting children's mental health and wellbeing is appropriate for care-experienced children and their families.

- We fund training in Psychology Skills' programmes for staff across agencies (including health, social care, education and the third sector) to promote psychologically informed practices and interventions to support children and young people's mental health and wellbeing.
  - [Early interventions for children and young people with elevated levels of distress](#).
  - [Supporting children and young people who have long-term health conditions](#).
- We worked with the Children's Hearing System (CHS) to develop a trauma-informed training and implementation package for staff and volunteers.
- We worked with the 'Looked-After and Accommodated Children (LAAC) Nurse' and supported the dissemination of trauma training in school nurses and Child and Adult Mental Health Services (CAHMS). Other work included secure care and kinship carers (coordinated via the Kinship Collaborative).

4.2.13. Our 'Transforming Connections' Trauma skilled training for the workforce supporting care-experienced children and young people, was delivered to 456 staff. In total, 18 participants completed a train the trainer event in 2022-2023.

4.2.14. As part of our work with the NHS Scotland Youth Academy, we worked with partners in Grampian to develop a project to give young people the opportunity to understand the roles, careers, and pathways into health and social care jobs. Partners included Grampian colleges and universities, Aberdeen City, Aberdeenshire and Moray Councils, the Scottish Funding Council, Skills Development Scotland, the Digital Health & Care Innovation Centre (DHI Scotland), and the Wood Foundation.

4.2.15. **<**We attended and supported an event on unpaid carers. This enabled contact with the Shared Care Scotland Chief Executive, Coalition of Carers in Scotland, Healthcare Improvement Scotland, and representatives from Carers Trust Scotland and others**>**.

4.2.16. We met with a Virtual School Team at Stirling Council to explore potential collaborative working arrangements on improving attainment through employer interventions. Work is underway with Heriot Watt University to explore potential funding for a joint research project, to ensure maximum learning from any pilot initiative. There are clear links between educational participation and children's wellbeing so any exploratory work to address inequalities in educational outcomes would provide a positive impact in this area.

4.3. R2: assess the needs of care-experienced children and young people for the services and support we provide

4.3.1. We planned a digital resource to support the school nursing pathway implementation. The aim behind this was to support the refreshed role of the school nurse in Scotland, and the service they provide to care-experienced children and young people.

4.3.2. Work was underway to develop an Equality Impact Assessment for a project commissioned by the Scottish Government for the Centre for Workforce Supply to support international recruitment into adult social care. This assessment reflected that children of international recruits may apply to join their parents.

4.3.3. Our Director of Social Care is a member of the Women, Children, Young People and Families workstream and through the group, has input to work on *The Promise*, and adult and child protection learning resources (including work with the Centre for Excellence for Children's Care and Protection (CELCIS)).

4.3.4. Our Director of Social Care established an internal group on Health and Social inequalities. This group was convened to explore how we can support the delivery of the recommendations from the National Primary Care Health Inequalities development group led by the Scottish Government. The group will also identify other work which considers the impact of health inequalities in people with protected characteristics, including those care-experienced children and young people.

4.4. R3: promote the interests of care-experienced children and young people

4.4.1. As part of our work with *The Promise* and the Mental Health and Wellbeing Task and Finish Group, we produced a 'sway' resource, which summarised our mental health and wellbeing professional learning and training resources relevant to the workforce supporting infants, children, and care-experienced young people, as well as their families, carers, and supporters.

4.4.2. We continue to promote the trauma skilled e-module resource, which was designed specifically with care-experienced children and young people in mind, as well as the 'Sowing Seeds' animation, to the children's workforce and other relevant networks.

4.4.3. Adverse Childhood Experiences (ACEs) are included in our maternity 'pathfinder' project to embed trauma informed care into maternity services. The project focus includes screening/routine enquiry on ACEs and traumatic events and the impact on psychological trauma. The project is informed by focus groups, voices of those with lived experience and workforce development activities. The project outcomes will influence national delivery and service delivery models, in addition to workforce education and embedding feedback to integrate lived experience. We recognise the needs of individuals and families accessing maternity services who have been care-experienced or may have child protection plans in place for their new-born baby.

4.4.4. During Learning at Work week (May 2022), we delivered an online seminar to raise awareness of the 'Each and Every Child' initiative. This initiative aims to reframe and promote a new, more positive narrative when discussing care experience.

4.4.5. Once again, we contributed to Care-experienced week, which was held between 24 and 28 October 2022. We held a series of all-staff online learning sessions, which included a children's rights approach at work, the role of a mentor, humanity and leadership, and trauma skilled practice for the workforce supporting care-experienced children and young people.

4.4.6. We led the development and publication of [e-Learning modules](#) on child protection, and adult support and protection (available at informed and skilled levels). The e-Learning modules are reflective of national guidance to support the workforce to recognise their responsibilities in relation to public protection – integrating adverse childhood experiences, children's rights, human rights and trauma informed practice.
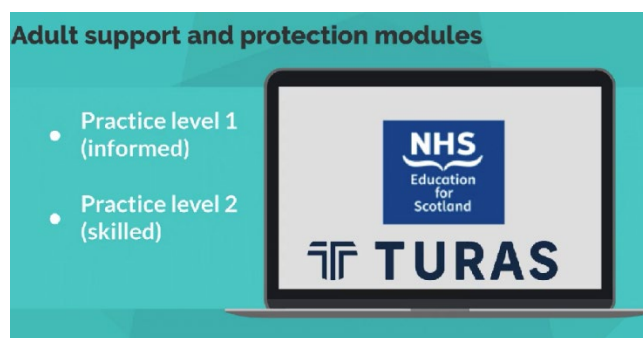
4.5.   R4: provide care-experienced children and young people with opportunities to promote their wellbeing

4.5.1. Our Family Nurse Partnership (FNP) is an intensive home visiting programme for young first-time parents. In Scotland, over a fifth (22%) of FNP clients are care-experienced or on the child protection register, and FNP education recognises the client's life course in their transition to parenthood.

4.5.2. The three goals of the FNP are to improve:
- Pregnancy and birth outcomes through improved prenatal health behaviours.
- Child health and development through positive, responsive caregiving.
- The economic self-sufficiency of the family.

4.5.3. In May 2022, we reviewed linkages between our FNP work and Corporate Parenting commitment four (to provide care-experienced children and young people with opportunities to participate in activities designed to promote their wellbeing). Demographic data highlight that most FNP clients in Scotland experience inequalities in health, wellbeing, education and work opportunities. Working from a strength-based perspective enables the family nurse to explore the client's vision for their future and to plan small steps of change. The family nurse works on the premise that the client is an expert in their own life.

4.5.4. Our FNP team periodically undertakes accompanied home visits, in collaboration with NHS board partners, to maintain clinical currency and connection with clients. Feedback from clients is integrated in a variety of ways, such as bringing the client's/partner's voice into the 'classroom' during breastfeeding education and involving fathers in FNP.

4.5.5. In March 2023, we initiated planning for a trauma skilled 'training for trainers' resource.

4.6. R5: help care-experienced children and young people to access our opportunities, services and support

4.6.1. Although we do not work directly with children, we upskill and educate the workforce who do. For example, we discussed arrangements around apprenticeship policy and procedures, and how hiring managers should be aware of any enhanced funding available for the training of care-experienced apprenticeships up to the age of 25 (as a priority group).

4.7. R6: improve the way our Corporate Parenting function is delivered

4.7.1. In June 2022, we delivered a 'Hot Topics' Strategic Discussion to the then NES Extended Executive Team. Following this discussion, it was agreed to embed Corporate Parenting/care experience in the Equality Impact Assessment (EQIA) process and to liaise with the NES Board regarding any needs for additional training. The EQIA template was updated in March 2023 (and finalised during 2023-2024).

4.7.2. In August 2022, a short Corporate Parenting survey was distributed to staff and other interested stakeholders. It sought to review current knowledge/awareness of the Corporate Parenting agenda, current activities underway, and potential activities to support the work.

4.7.3. In August 2022, we discussed Corporate Parenting with our Board (at a Board Development Session). This included what it meant being care-experienced, what Corporate Parenting is about, and what we are doing towards our Corporate Parenting responsibilities.

4.7.4. In November 2022, we updated our Executive Team on our Corporate Parenting activities and shared a draft three-year action plan. This high-level action plan was subsequently shared with the Scottish Government.

4.7.5. From January 2023, a new committee meeting template was implemented. This included a section on how we meet our Corporate Parenting responsibilities (including meeting the needs of care-experienced children and young people).

4.7.6. We continue to link in with the Equality and Human Rights Steering Group (EHRSG) (formerly the Person-Centred Care, Participation, and Equality & Diversity Leads Network (PEDLN) group). In January 2023, we updated the EHRSG on Corporate Parenting activities and commenced a NES-wide overview of work undertaken.

4.7.7. During 2022-2023 our new draft Strategy 2023-2026 was developed, which outlined our commitment to *The Promise* and our responsibilities as a Corporate Parent (this Strategy was finalised in May 2023).

5.   NES activities – 01 April 2023 to 31 March 2024

5.1.   Introduction

5.1.1. This section of the report presents our Corporate Parenting activities delivered during 01 April 2023 to 31 March 2024. This is part of the third three-year reporting cycle since the implementation of the Children and Young People (Scotland) Act 2014 in 2015.

5.1.2. Our activities are aligned with the six responsibilities of Corporate Parents. However, once again, activities do span across the categories.

5.2.   R1: being alert to the wellbeing of care-experienced children and young people

5.2.1. We continued to proactively raise awareness of children and young people's wellbeing through a range of educational activities and resources. Throughout 2023-2024, this included alignment with key policy commitments such as *The Promise*, 'Getting it Right for Every Child' (GIRFEC), and the United Nations Convention on the Rights of the Child (UNCRC). We have continued to engage and work with a range of partner organisations to remain alert to the wellbeing of care-experienced children and young people. This included partnerships with the third sector, and other colleagues, to ensure that the voices and experiences of children and young people are included in our work.

5.2.2. In recognition of the increased likelihood that care-experienced children and young people's early experiences may be more likely to have been characterised by adversity and trauma, the Scottish Government commissioned our National Trauma Transformation Programme (NTTP) to complete a literature review to explore the evidence around trauma-informed and trauma-responsive education, training and support for alternative caregivers of children and young people. This was designed to support an evidence-based perspective from which planning for support for alternative caregivers – aligned to the principles of *The Promise* – could be informed. The paper summarises key findings, following a review of the literature, and was augmented by a national stakeholder survey. As part of this evidence review and the ongoing training priority of the workforce supporting care-experienced children and young people, a range of key stakeholders were involved. Representation included:
- Adoption and Fostering Alliance (AFKA).
- The Kinship Care Advice Service for Scotland (KCASS).
- The Centre for Excellence for Children's Care and Protection (CELCIS).
- Scottish Throughcare and Aftercare Forum (STAF).
- 'Who Cares? Scotland'.
- The Care Inspectorate.
- The Promise Scotland.
- The Fostering Network Scotland.
- Scottish Borders Foster Carer Service Development Group.
- SWS Community Placement Subgroup.
- Scottish Government – National Trauma Transformation Programme (NTTP).
- Office of the Chief Social Work Adviser (OCSWA) and Carer's Policy Team.
- Improvement Service (IS).

5.2.3.   Through a 'Pathfinders' project, we continue to support NHS Scotland boards to embed trauma informed care in maternity services. During 2023-2024, specific actions have recognised the importance of more specific learning on trauma-informed care, where a child requires to be accommodated, which supported connections with the 'Supporting Birth Parent Project' in Grampian. The commitments to *The Promise* are at the heart of this project and included 'hearing' the voices of parents who have (or previously had) a child in care. In addition, we are in contact with academic colleagues at the University of Stirling who have interest in learning from our work to include in their undergraduate social work education. We will also have the opportunity to learn from their current research 'Permanently Progressing?', focused on care-experienced children and their families in Scotland. We have regular contact with lead Midwives for education and are supporting their work towards embedding skilled level trauma education within their curricula. Our webinar series, targeted towards the workforce in women, children, young people and family services, continues to evolve and develop.

5.2.4.   In designing and delivering regional learning events for school nurses and health visitors, we were supported by a range of partner organisations, including Children's Hearings Scotland (CHA) and Scottish Children's Reporter Administration (SCRA), where learning offered was inclusive of the voice and experience of children and young people. NHS Scotland colleagues also shared their own examples from practice and these resources have since been shared more widely. Examples from the shared learning included different methods to promote engagement and participation with children and young people; looked-after child health assessment tools; developing tools to promote health colleagues to consider what they write about children and young people in records and child's planning reviews.

5.2.5.   We connected with 'Each and Every Child' to support their aim to shift public attitudes towards care experience and the care 'system' in Scotland. (An online seminar was presented in May 2024, which was open to anyone who works with or supports babies, children, young people, and families with experience of the care system.)

5.2.6.   In partnership with Shared Care Scotland, Carers Trust Scotland, Coalition of Carers in Scotland, Healthcare Improvement Scotland, and Carers Scotland, we hosted, attended and supported in-person and virtual learning events on unpaid carers. We are invited guests of the Scottish Young Carers Festival (funded by the Scottish Government and organised by Carers Trust Scotland) where young carers can tell us about their experiences with health and social care, what they hope can be improved, and can engage with us on what we hope to achieve for young carers.

5.2.7.   As part of our NHS Scotland Academy projects, we worked with 'MCR Pathways' and the Prince's Trust:
- MCR Pathways support young people who can be either care-experienced or those considered by the schools to be on the 'edges of care or vulnerable'. The latter include those in informal kinship care, experiencing family bereavement, young carers, asylum seekers or refugees, living in families with the addiction issues, with a family member in prison, or on cusp of social work intervention.
- The Prince's Trust helps young people from 'disadvantaged' communities, and those facing the greatest adversity, by supporting them to build the confidence and skills to live, learn and earn.

5.2.8. Our 'Transforming Connections' Trauma skilled training for the workforce supporting care-experienced children and young people, continued to be delivered across relevant partner organisations (from those originally identified as priority, to new stakeholder groups). These included the Children's Hearing System (CHS), Health Visitors and Looked After and Accommodated Children nurses. Training was also delivered to the Care Inspectorate and 'Who Cares? Scotland', and there is ongoing planning and discussions with the Children and Young People's Centre for Justice (CYCJ) and *The Promise* team, in anticipation of offering training dates. Two further multi-agency days were offered, bringing together professionals working across the sector. A virtual training day was offered, with acknowledgement that the training should be accessible to colleagues nationally to offer and deliver *Transforming Connections* in more rural areas across Scotland; one such example included training to practitioners based within Highland, the Western Isles, and NHS and Local Authority staff.

5.2.9. **<**During 2023-2024, 223 members of the workforce delivering services with care-experienced children and young people were offered the *Transforming Connections* package. In total, 164 professionals received the training**>**. A further 12 participants attended the 'Train the Trainer' and have either been delivering the package independently or in collaboration with NES within their own organisations.

5.2.10. In collaboration with the Scottish Government and other key partners – including Education Scotland, Early Years Scotland and the Scottish Social Services Council – we developed a new [Mental Health and Wellbeing Learning Resource for Early Years' Professionals](#) (as part of the work of the Children and Young People's Mental Health and Wellbeing Joint Delivery Board). The resource is for all early years' professionals and brings together helpful resources for roles supporting babies, infants and young children's mental health and wellbeing.
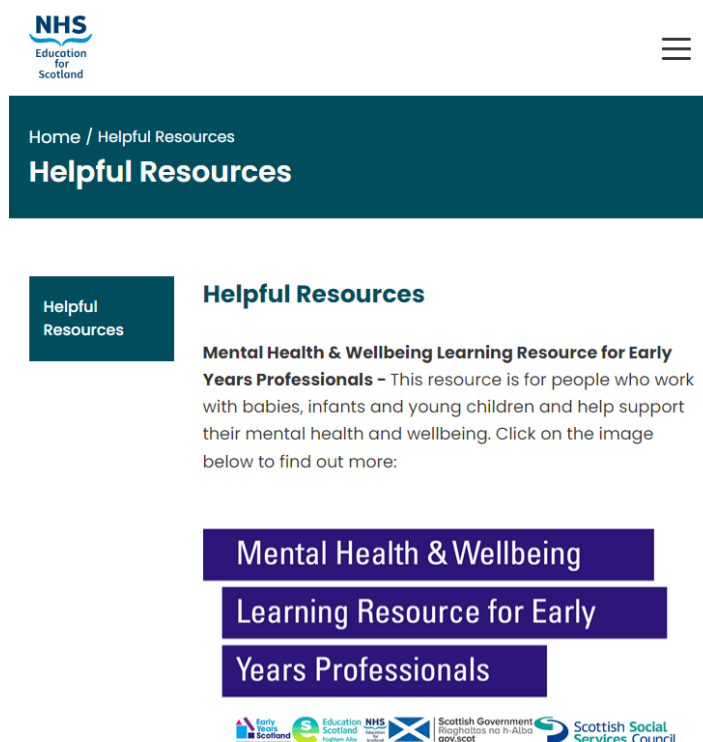
5.2.11. Throughout 2023-2024, we made the resource on 'Understanding your own trauma' available across the Solihull online approach. Whist this is not specifically targeted towards the care-experienced families, review of its content would support its relevance and helpfulness with these families.

5.2.12. Throughout 2023-2024 we provided new Infant Mental Health (IMH) training – Child-Parent Psychotherapy – to a cohort of practitioners. The aim was to upskill practitioners to identify and work with families where there is increased risk of relational breakdown and where the possibilities of being on the fringes of care apply.

5.2.13. We have continued to update the Early Intervention Framework database and continue to welcome nominations for new interventions to be included in the resource.

5.2.14. We continue to support Child and Adolescent Mental Health Services' (CAMHS) workers to undertake family therapy training – from Foundation to Master's level. Systemic and Family Therapists work with a range of families, including those care-experienced. The approach encourages reflection on relationships, attachments, communication patterns, and the underlying beliefs that give meaning to people's actions and interactions.

5.2.15. In summary, we continue to reflect on the experiences of care-experienced children and young people through our ongoing education and training offerings.

5.3.   R2: assess the needs of care-experienced children and young people for the services and support we provide

5.3.1. We continue to reflect on opportunities to update the Equality Impact Assessment process and how care-experienced children and young people could be considered when commissioning technology services. We also started refreshing our EQIAs so that they will be inclusive of children's rights and wellbeing.

5.4.   R3: promote the interests of care-experienced children and young people

5.4.1. We continued to promote our wide range of educational and training resources to the workforce supporting care-experienced children and young people.

5.4.2. Aimed at dental nurses and dental health support worker practitioners, our national 'ChildSmile' qualification aims to improve children's oral health and reduce oral health inequalities.   There is a strong focus on raising awareness of responsibilities in relation to the United Nations Convention on the Rights of the Child (UNCRC), 'Getting it Right for Every Child' (GIRFEC), safeguarding, and the requirement to follow child protection procedures if there are any concerns over a child's health and wellbeing.

5.4.3. **<**All our staff were mandated to complete the informed level of child and adult protection e-Learning modules (as 'essential learning'). As of 31 March 2024, 79% of our core staff completed the adult support and protection eLearning module. Seventy-eight percent completed the child protection e-Learning module.**>**

5.4.4. Once again, we took part in the annual Care-experienced week, which was held between 23 and 27 October 2023. We hosted the following four learning sessions for our staff:
- The value of mentoring.
- Creative ways to include voice in our work.
- The importance of language.
- The importance of the Health and Social care service in implementing *The Promise*.

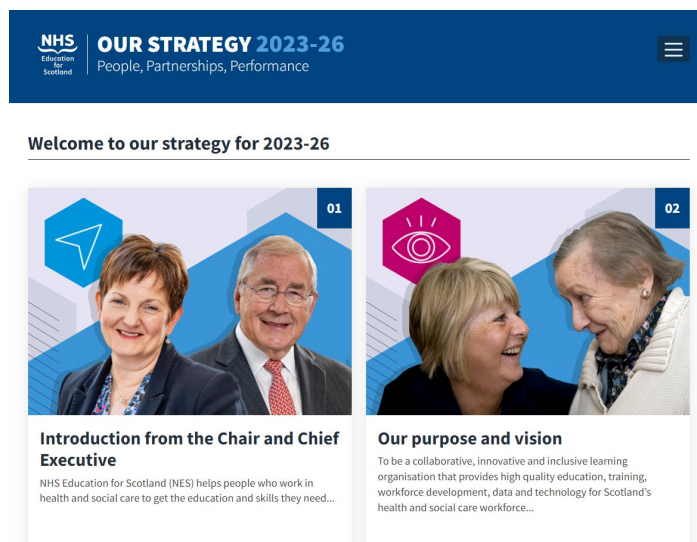## 5.5. R4: provide care-experienced children and young people with opportunities to promote their wellbeing

5.5.1. We launched our Equal Partners in Care e-learning modules and resources in January 2024, featuring co-designed materials created in collaboration with young carers and Carers Trust Scotland.

5.5.2. Commissioned by the Scottish Government, we worked with – and provided support to – NHS Scotland health boards in relation to their duties towards the UNCRC (Incorporation) (Scotland) Act 2024. Part of this work has involved collaboration with other partners, including Children in Scotland, the Scottish Youth Parliament, 'Starcatchers', and Early Years Scotland, to provide learning sessions across the scope of children's rights.

5.5.3. We initiated the development of informed and skilled-level modules focused on 'Getting it Right for Every Child' (GIRFEC). These modules will be published in summer 2024, and are being developed with partners in other sectors, including Police Scotland, Education Scotland, Scottish Social Services Council (SSSC) and the Scottish Government. This is a partnership approach to learning development, which is inclusive of the voices of children and young people, with a wide-ranging target audience across the multi-professional workforce.

5.5.4. Within the Family Nurse Partnership (FNP) curricular content, we are now using 'Voice of the Infant: Best Practice Guidelines and Infant Pledge' to support and improve sensitive and responsive parenting, in order to promote and positively impact on wellbeing.

5.5.5. We continue to deliver learning and education resources for the workforce that supports care-experienced children and young people.

5.6. R5: help care-experienced children and young people to access our opportunities, services and support

5.6.1. As an organisation, we do not work directly with children. However, we continue to support the workforce who do, through our ongoing education and training resources.

5.7.   R6: improve the way our Corporate Parenting function is delivered

5.7.1. In May 2023, we published our new corporate Strategy: People, Partnerships and Performance, which included our commitment to support care-experienced children and young people (with our role as a Corporate Parent).

5.7.2. Following earlier consultation (during 2022-2023), our EQIA process was finalised to include information on our role of supporting care-experienced children and young people.

5.7.3. All our staff are now required to complete the informed level of child and adult protection training (as part of the suite of 'essential learning').

5.7.4. In support of our Corporate Parenting activities, we continued to work with the NES Women, Children, Young People and Families (NES WCYPF) group and the NES Equality and Human Rights Steering Group (EHRSG).

5.7.5. We continued to plan for the responsibilities arising from the United Nations Convention on the Rights of the Child (UNCRC).

5.7.6. We continued working on the development of an 'Involving People and Communities Framework'. The aim behind this is to provide a range of suggested approaches on how best to 'involve people', as well as a decision-making tool to help our staff identify the most appropriate approach for their piece of work. This work is part of the wider Learning and Education Quality Systems project.

5.7.7. We continue to reflect on our opportunity and responsibility to shape and influence the lives of care-experienced children and young people. We look forward to continue working with our extensive range of partners and stakeholders in this area.

Nancy El-Farargy
NHS Education for Scotland
Thursday 11 July 2024

Agenda Item: **10a**

Meeting Date: **15 August 2024**

NES Public Board Meeting

1.   Title of Paper

1.1   Co-opted Member Technology and Information Committee and Chair of the Turas Refresh Programme Board

2.   Author(s) of Paper

2.1   Della Thomas, Board Secretary and Corporate Governance Principal Lead

3.   Lead Director(s)

3.1   Christina Bichan, Director of Planning and Performance

4.   Situation/Purpose of paper

4.1   The Board is invited to approve Angus McCann, as a continued co-opted member of the Technology and Information Committee for a further year (1 September 2024 – 31 August 2025) and approve his continued additional role as Chair of the Turas Refresh Programme Board for a further year (1 September 2024 – 31 August 2025).

5.   Background and Route to Meeting

5.1   Section 9.7 of the Board Standing Orders states that the Board may authorise Committees to co-opt members for a period of up to one year, subject to the approval of both the Board and the Accountable Officer.

5.2   Angus McCann is an existing co-opted member of the Technology and Information Committee (TIC). He brings digital and technology skills, knowledge and experience to enhance the Committee's membership.

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5.3   The Accountable Officer has approved the continuation of this co-opted membership and the additional remuneration for the role associated with the Charing of the Turas Refresh Programme Board. This will be in line with the remuneration of non-executive directors as set out in DL (2023)02.

5.4   Angus McCann has confirmed his availability and willingness to continue with his existing TIC co-opted role and continue with the additional associated remit, Charing the Turas Refresh Programme Board.

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

6.1   The TIC receives quarterly reports on the progress made by the Turas Refresh Programme Board from the Turas Refresh Senior Responsible Officer(s) and any strategic updates as appropriate from the Turas Refresh Programme Board Chair. The TIC also receives the approved Terms of Reference (ToRs) and approved minutes from the Programme Board for assurance.

6.2   Sections e), f) and g) of the cover paper checklist have not been marked, as there are no implications for Equality and Diversity Assessments or Climate Emergency and Sustainability implications directly associated with this co-opted role. An external or internal communication plan is not required in relation to this paper or decision.

7.   Recommendations

7.1   The Board is invited to approve the continued co-opted membership of Angus McCann to the TIC and the continuation of his additional associated role as Chair of the Turas Refresh Programme Board.

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

   a) Have Educational implications been considered?
        ☒   Yes
        ☐   No

   b) Is there a budget allocated for this work?
        ☒   Yes
        ☐   No

2

c) Alignment with Our Strategy 2023 – 26 People, Partnerships and Performance

☒   1. People Objectives and Outcomes

☒   2. Partnership Objectives and Outcomes

☒   3. Performance Objectives and Outcomes

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

☒   Yes

☐   No

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

☒   Yes

☐   No

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

☐   Yes

☒   No

g) Have you considered Emergency Climate Change and Sustainability implications as per **DL (2021) 38**?

☐   Yes

☒   No

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

☐   Yes

☒   No

Author name: Della Thomas
Date: August 2024
NES

3

NHS Education for Scotland

AUDIT AND RISK COMMITTEE

Minutes of the Sixteenth Audit and Risk Committee held on Thursday 24 April 2024 via Microsoft Teams

Present:	Jean Ford, Non-Executive Director, and Chair
	Olga Clayton, Non-Executive Director
	Gillian Mawdsley, Non-Executive Director
In attendance:	Jenn Allison, Senior Officer (minute taker)
	Amanda Barber, Associate Director, Medical (item 8a)
	Christina Bichan, Director of Planning & Performance (item 08b and item 15)
	Jim Boyle, Executive Director of Finance
	Alan Dennison, Postgraduate Dean, Medicine (item 8a)
	David Garbutt, NES Board Chair
	Carol Grant, Audit Scotland External Auditors
	Laura Howard, Deputy Head of Finance
	Debbie Lewsley, Risk Manager
	James Lucas, KPMG Internal Audit
	Karen Reid, Chief Executive
	Syed Shah, KPMG Internal Audit
	Della Thomas, Board Secretary and Corporate Governance Principal Lead

1. Welcome and Introductions

1.1 The Chair welcomed everyone to the meeting and noted that Alan Dennison, Postgraduate Dean of Medicine and Amanda Barber, Associate Director of Medical will be in attendance for item 08a, Internal Audit ACT funding.

1.2 Christina Bichan, Director of Planning and Performance will be in attendance for item 08b, Internal Audit Performance Reporting and item 15, ARC delegated Strategic Key Performance Indicator (SKIP) Report and Debbie Lewsley will be in attendance for item 16, Overview of Strategic Risks, including ARC delegated Risks.

2. Apologies for absence

2.1 Apologies were received from Ally Boyle, Non-Executive Director, Helen Russell and Christopher McClelland External Audit, Audit Scotland.

3.   Declarations of interest

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

3.2   The Chair noted a connection to Item 8a as a member of the NHS Ayrshire and Arran Board as ACT funding relates to funding arrangements between NES and Territorial Boards. This was not deemed to an interest therefore there was no requirement to exit the meeting for this item.

4.   Notification of any other urgent business

4.1   There was no other business raised for discussion.

5.   Draft Minutes of the Audit and Risk Committee, 18 January 2024
**   NES/AR/24/20**

5.1   The draft minutes were approved as an accurate record.

6.   Action list of the Audit and Risk Committee   NES/AR/24/21

6.1   Members noted that 8 of the 14 actions have been marked as complete or closed and 6 remain in progress. Item 17.8 to be carried forward to June meeting, Item 15.4 would be covered as part of SKPI update on agenda and the due date on Item 11.10 was to be clarified with regard to whether it is past due or not due until end of Q4 in March 2025. Items 13.2, 13.13 and 14.7 are not yet due.

7.   Matters arising

7.1   There were no matters arising from the previous minutes. The Chair confirmed that Item 11 Corporate Governance Package and Item 14 NES Policy for Controlled Documents which had been approved for submission to Board at January ARC had been duly approved by Board in March.

8.   Internal Audit

a)   Additional Cost of Teaching (ACT)   NES/AR/24/22

8.1   The Chair welcomed Alan Dennison, Postgraduate Dean, Medicine, and Amanda Barber, Associate Director, Medical, to the meeting.

8.2   James Lucas introduced the report which reviewed the design of key controls in place across the management and administration of the three ACT funding streams and Dental Outreach (DO).

8.3   James Lucas informed the Committee that audit provided an overall assessment of 'Significant assurance with minor improvement opportunities' reporting that the administration of the funding allocations to cover ACT time is highly complex and subjective in certain areas, however that the process is managed well. There were 3 medium and 2 low risk actions raised.

8.4   The Committee noted that the audit found that Medical ACT allocations are mature and well documented whilst Dental and Pharmacy are relatively immature by virtue of the length of time they have been in operation. It was also noted that there is potential for better clarity regarding the expectations and priorities for the use of ACT funding as agreed with Scottish Government.

8.5   Alan Dennison thanked KPMG colleagues for their scrutiny and NES Finance colleagues for their contribution to the audit, noting that the findings were helpful.

8.6   Jim Boyle informed the Committee that he and Emma Watson, Director of Medicine, have a joint objective to simplify processes in relation to ACT for the benefit of both NES and NES' stakeholders and added that the report provides welcome recommendations to implement further improvements.

8.7   The Committee felt there was also opportunity for standardising and simplifying what Territorial Boards can use ACT funding for. They noted that this was out of the scope of the audit and outwith NES' control, however expressed that they would like to see SG redefine this. Jim Boyle added that NES are working with SG Policy colleagues to ensure a Strategic view is taken.

8.8   The Committee noted that at present there are variation of approaches to ACT across Territorial Boards and discussion took place regarding the importance of providing consistent strategic messages. Alan Dennison informed the Committee that NES are working to further strengthen stakeholder engagement.

8.9   The Committee noted the report and the assurance provided and noted the report will be submitted to the Education and Quality Committee (EQC) for monitoring of the management actions to closure, seeking further updates as they deem appropriate.

8.10   The Chair thanked Alan Dennison and Amanda Barber for attending and they left the meeting.

b)   Performance Management   **NES/AR/24/23**

8.11   The Chair welcomed Christina Bichan, Director of Planning & Performance, to the meeting.

8.12   James Lucas introduced the report which reviewed the controls in place to manage performance in NES and provided an overall assessment of

'significant assurance with minor improvements required'. There were 2 medium and 1 low risk actions raised.

8.13   Christina Bichan thanked KPMG for the helpful recommendations which will support the organisation to perform better.

8.14   The Committee asked that the ambiguous wording of "..sub committees with delegated ownership of Strategic KPIs do not currently scrutinise and approve KPI quarterly reports prior to Board presentation.." is amended to clarify that whilst reports are currently scrutinised by standing committees, sequencing requires to be revised to ensure that reports are presented to Standing Committees and then to the Board as this is not always the case currently. **Action: JL**

8.15   The Committee noted the report and the assurance provided and ARC will monitor management actions to closure, seeking further updates if deemed appropriate.

8.16   The Chair thanked Christina Bichan for her presentation, noting she would now leave the meeting and rejoin for Item 15.

c)   **Status Update and Progress Report**   **NES/AR/24/24**

8.17   James Lucas introduced the report which highlights progress with the 2023-24 Internal Audit plan and against the agreed management actions.

8.18   The Committee noted that the internal audit plan is on track, with 4 of 6 internal audits for 2023-24 now complete. The Property transaction monitoring report is not required for 2023-24 as there have been no applicable transactions. Fieldwork for the last audit, NTS Strategic Planning, is complete and the report will be presented to the June ARC meeting.

8.19   James Lucas informed the Committee that one audit, from the Internal Audit plan 2024-25, Core financial control – Establishment Controls, is in planning stage and fieldwork is due to commence 29 April 2024.

8.20   The Committee noted that 3 management actions have been closed since the January ARC meeting. 10 actions from the ACT and Performance reports have been added to the tracker. Management has requested revisions to implementation dates of 10 of the 24 outstanding actions, and 14 are not yet due.

8.21   Committee highlighted that a number of extensions were due to governance taking longer than anticipated and this should be taken into account in future when setting completion timescales.

8.22   NTS have confirmed to internal audit that the remaining 2 actions, 1 of which is high risk, in relation to the NTS Cloud Disaster Recovery audit, are on track for completion by revised due dates.

8.23   A query was raised in relation to the Complaints audit report which had been submitted to the Education and Quality Committee earlier in the year and whether this was the most appropriate Committee and whether it should also be submitted to the other Standing Committees for information. James Lucas noted he will discuss this with NES management to determine the best way forward.
        Action: JL

8.24   It was also agreed that the Committee should continue to receive the progress report to the June ARC meeting, with a focus on the high and medium actions.

        Action: JL

8.25   Following discussion, the Committee were content with the report and the assurance provided.

d)   Annual Internal Audit Plan and Charter 2024/25   NES/AR/24/25

8.26   James Lucas introduced the final draft of the Annual Internal Audit Plan for 2024-25, the initial draft of which was presented to the ARC in January 2024 and subsequently discussed further with Executive to refine.

8.27   James Lucas updated that 6 audits have been scheduled for 2024-25 which provide coverage over the key areas required to provide NES with an internal audit opinion to inform NES' Annual Governance Statement at the end of 2024-25.

8.28   The Committee noted the audit areas are:
        - Core Financial Controls: Establishment Controls
        - Climate Change
        - Transformation Programme Assurance
        - Cloud Services – Business Continuity, Resilience and Recovery
        - Lead Employer Workforce Data Management
        - Property Transaction Monitoring.

8.29   The Committee approved the Internal Audit Plan and KPMG Charter for financial year 2024-25.

9.   External Audit

a)   Follow up on External Audit Recommendations   NES/AR/24/26

9.1   Laura Howard introduced the paper which updated the Committee regarding progress against the four External Audit Recommendations included in Audit Scotland External Audit Report for 2022/23.

9.2   The Committee noted that three of the recommendations are now complete. The remaining open recommendation, to create Climate Change targets to

report against, has been slightly delayed enabling final governance approval with a revised due date of May 2024.

9.3   The Committee noted and were satisfied with the progress of implementation of the external audit recommendations.

b)   Final External Audit Plan 2022/23   **NES/AR/24/27**

9.4   Carol Grant introduced the External Audit Plan for financial year ending 31 March 2024, which sets out Audit Scotland's audit approach including significant audit risks, the audit timeline, materiality, and other matters required to be reported within the audit plan.

9.5   The Committee noted that for the year ended 31 March 2024 Audit Scotland have set materiality at £14.5m, which is 2% of gross expenditure based on the audited financial statements for 2022-23 and performance materiality at £10.9m, which is 75% of planning materiality and that Finance, Fraud and Cyber Security will remain key risks.

9.6   The Committee approved the External Audit Plan and External Audit Fee for financial year 2023-24.

10.   Annual Accounts Update

a)   Review of Accounting Policies   **NES/AR/24/28**

10.1   Laura Howard presented the paper to inform the Committee of the suite of relevant accounting policies issued by the Scottish Government (SG) on 15th March 2024 for adoption by NHS Boards for the 2023-24 annual accounts.

10.2   The Committee approved the accounting policies for 2023-24, subject to a final review at the June Audit and Risk Committee.

b)   Annual Losses Report   **NES/AR/24/29**

10.3   Laura Howard presented the paper which provided the Committee with information on the losses and special payments incurred for the financial year 2023-24.

10.4   The Committee noted the expected net loss to NES is £18k. The total gross value of the losses reported on the return is £876k (2023-23 £930k), of which £416k has been recovered in full, with £442k expected to be recovered in 2024-25.

10.5   The Committee noted that there has been an increase in salary overpayments from 2022-23. Laura Howard confirmed that this equates to 0.1% of the overall NES budget and will include percentages in the annual accounts for context.
Action: LH

10.6   It was highlighted by Committee that whilst the eventual loss is not significant, the process appears inefficient and there will doubtless be hidden costs involved in managing the process as it stands.

10.7   Jim Boyle informed the Committee that colleagues are working on improving controls to prevent future salary overpayments and an internal audit has been commissioned to start in Q1 covering processes in this area. Karen Reid added that the Executive Team will be looking at this in further detail and provide the Committee with an update regarding improvements to processes. **Action: JB**

10.8   The Committee noted the losses and special payments for 2023-24 and look forward to receiving an update later in the year.

11.   Draft Corporate Governance Statement for Annual Report
                NES/AR/24/30

11.1   The Chair invited Laura Howard to introduce the Draft Corporate Governance Statement for inclusion in the 2023-24 Annual Report, which will come back to the Committee as part of the 2023-24 Annual Report of the Audit and Risk Committee at the 13 June 2024 meeting.

11.2   The Committee noted that two sections are yet to be complete in relation to Internal and Service Audit Opinions, which will be received in May and the Gender Representation for Public Board, information for which has been requested from Scottish Government.

11.3   The Committee noted the work to date and that the statement will come back to Committee again in June as part of the Annual Report.

12.   Board Assurance Framework NES/AR/24/31

12.1   Laura Howard presented minor revisions to the Board Assurance Framework (BAF) and an update on the work commissioned to review and revise the Board Assurance Framework and develop Committee Assurance Frameworks.

12.2   The BAF is scheduled bi-annually for the review by the ARC (April and October). In October 2023 the ARC requested a section was added to the introduction summarising the current Board delegated remits for Committees and referencing the delegated Committee roles in relation to the Strategic Key Performance Indicators. The Board approved the changes in November 2023, during their annual review of the Framework.

12.3   The Committee noted that the only recommended change is to clarify the role of the Staff Governance Committee (SGC) in relation to their role beyond the governance of NES staff. Changes have been tracked.

12.4   The Committee noted that it has been suggested that a Once for Scotland BAF is produced, and the Committee requested that an update is provided to the October ARC meeting.
Action: LH

12.5   The Committee approved the minor changes to the existing Board Assurance Framework.

13.   **ARC Self-Assessment   NES/AR/24/32**

13.1   The Chair invited Jim Boyle to present the draft ARC Self-Assessment.

13.2   Jim Boyle presented the ARC Self-Assessment response for financial year 2023-24 which had been prepared on behalf of the Committee by Director of Finance and Deputy Director of Finance.

13.3   The Committee noted the proposed scoring and narrative and requested the following changes:
- Question 1 – reflect that discussions with internal and external audit also create opportunities to discuss effectiveness/ issues.
- Question 2 – clarify that membership of the Committee is determined by Board Chair and homologated at Board.
- Question 4 – correct details in relation to the risk papers that are submitted to the Committee, referencing the delegated risks and information regarding the new scoring and appetite of risk, as approved by ARC.
- Page 4 – include information regarding senior staff being invited to present reports where appropriate and wording to be amended 'take assurance, backed by evidence'.
- Question 6 – refer to the delegation of relevant internal audit reports to Standing Committees.
- Question 7 – clarify that external audit actions come to ARC bi-annually.
- Question 8 – as this is the point at which an assessment of external audit would be completed, this will be carried out now and included in this assessment. This will probably utilise and adapted version of KPIs for internal audit.

13.4   The Committee agreed that the amendments highlighted would be made with the final version being sent to the Committee for approval via correspondence.
Action: JB/LH

14.   **Draft Climate Emergency and Sustainability Strategy and update NES/AR/24/33**

14.1   Jim Boyle presented the draft Strategy for approval and an update to the Committee on the activity, both within NES and nationally on the Climate Emergency Change and Sustainability agenda.

14.2   Jim Boyle informed the Committee that the Strategy has been updated following comments received during the Board Development session on 18 April.

14.3   The Committee thanked colleagues for their work on the first Climate Emergency and Sustainability Strategy produced for NES'. They felt it encompasses all areas of work across NES. They pointed out that reference groups were referred to differently and asked this was corrected and suggested it may be helpful for the Strategy to include an explanation of terminology used.   **Action: JB**

14.4   The Committee noted that the National measures are more tailored to Territorial Boards and that NES' role in this field is more in relation to awareness raising, noting that this can be harder to measure. Jim Boyle informed the Committee that the Climate Emergency Strategy team will be discussing ways of measuring impact.

14.5   The Committee noted the update and approved the Strategy for onward submission for approval to the Board on 23 May 2023.

15.   ARC Delegated Strategic Key Performance Indicators   NES/AR/24/34

15.1   The Chair welcomed Christina Bichan to the meeting and invited her to introduce the report.

15.2   Christina Bichan informed the Committee that the report covers the period to 17 April 2024 and explained that Quarter 4 data was collated after the ARC papers were issued. Christina informed the Committee that there have been no changes to SKPIs 31, 32 and 34 and that SKPI 35 has slightly decreased in position due to less staff travel taking place.

15.3   Jim Boyle added that metrics in relation to CO2 emissions are still in development and further work will be done to develop metrics.

15.4   The Committee confirmed the report provides them with adequate assurance. Christina Bichan left the meeting.

16.   Strategic Risk Update   NES/AR/24/35

16.1   The Chair welcomed Debbie Lewsley to the meeting to present the Strategic Risk update, including Strategic Delegated risks to the ARC and updated NES Risk Strategy.

16.2   Debbie Lewsley summarised that the new NES Scoring Matrix was approved at the ARC in January 2024 and the NES Board at their February 2024 meeting.

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16.3   The Committee noted that following the approval of the Scoring Matrix, the NES Executive Team discussed, reviewed and approved the amended Risk Appetite Matrix, which includes Appetite Levels for the additional categories that were added to the NES's risk profile. Jim Boyle added that the Executive Team are active in monitoring NES' risks, including conducting quarterly risk deep dive exercises. In addition Debbie Lewsley works closely with risk owners on an ongoing basis to ensure scoring is as up to date as possible.

16.4   The Committee approved NES Strategic Risk Q4 update and approved the NES Risk Appetite proposal and the amended NES Risk Strategy.

16.5   Debbie Lewsley left the meeting.

17.   Counter Fraud Standard Self-Assessment and Fraud Annual Action Plan NES/AR/24/36

17.1   Laura Howard updated the Committee regarding activities underway in NES which are aimed at supporting the Strategy to Combat Financial Crime in NHS Scotland.

17.2   Laura Howard informed the Committee that the new Counter Fraud Strategy 2023-26 was issued by Scottish Government and Counter Fraud Services (CFS) in November 2023.

17.3   The Committee noted that there have been no declarations received since the previous report in either the register maintained for all staff nor the Board Members' Register of Interests. CFS have issued four alerts and one potential fraud case has been reported to CFS since the last report to the ARC in January.

17.4   Work is now complete on the 2022-23 bi-annual National Fraud Initiative exercise and NES are progressing with the implementation of the NHS Scotland Counter Fraud Standard. At end of 2023-24 NES meet the standard for 11 of the 12 components and have an action plan in place to reach full compliance by the end of 2024-25.

17.5   CFS have issued the national fraud risk assessment log and the NES fraud annual delivery plan. NES' approach to the fraud risk assessment and fraud annual action plan were noted in appendices 1 and 3.

17.6   The Committee noted the details contained in the report provided for assurance and approved the NHS Scotland Counter Fraud Standard self-assessment at appendix 2.

18.   Review of Committee Effectiveness

18.1   The Chair invited the Committee to provide feedback regarding the effectiveness of the meeting.

18.2   The Committee agreed that it had been a good meeting, covering a broad range of the ARC remit through quality papers and helpful contributions from both members and attendees.

19.   Audit Scotland Reports

19.1   The Committee noted the Audit Scotland Report: NHS in Scotland 2023.

20.   Date and time of next meeting

20.1   The next meeting of the Audit and Risk Committee will be held on Thursday 13 June 2024 at 09:30.

NES
May 2024
JA/

NHS Education for Scotland   NES/24/57

Agenda Item: 11.2

Meeting Date: 15 August 2024

NES Public Board Paper

1.   Title of Paper

1.1.   2024-25 NES Annual Delivery Plan – Confirmation of Scottish Government Sign-Off

2.   Author(s) of Paper

2.1.   Alison Shiell, Planning & Corporate Governance Manager

3.   Lead Director(s)

3.1.   Christina Bichan, Director of Planning & Performance

4.   Situation/Purpose of paper

4.1.   NES submitted its draft 2024/25 Annual Delivery Plan (ADP) to Scottish Government (SG) in early March 2024 as per SG submission requirements. SG approval of the 2024/25 NES ADP was confirmed via a formal feedback letter received on 10 July 2024.

4.2.   This paper presents the 2024/25 NES ADP SG feedback letter to the Board for noting (Appendix 1).

5.   Background and Governance Route to Meeting

5.1.   The NES Board approved the 2024/25 NES ADP **in principle** in May 2024. This in principle approval acknowledged the ongoing challenging public sector financial context and also that discussions between NES / SG policy colleagues were due to take place during June and July 2024 in order to clarify NES's 2024/25 deliverable and funding position. These discussions have now concluded and an agreed 2024/25 position has been reached.

6.   Assessment/Key Issues

6.1.   The SG letter recognises the significant challenge of preparing plans within the context of an uncertain operating environment and thanks NES for aligning its 2024/25 ADP with the 2024/25 NES Financial Plan in line with the joint commissioning guidance issued by SG on 4 December 2023.

6.2.   The letter confirms that SG is satisfied that the deliverables set out in the 2024/25 ADP reflect how NES supports the delivery of key SG priorities, whilst also noting the need for flexibility as further nationally agreed areas of focus are confirmed via the NHS Scotland Planning and Delivery Board.

7.   Recommendations

7.1.   The Board are asked to note the 2024/25 NES ADP SG approval letter. The 2024/25 ADP will be uploaded to the Corporate Publications page of the NES website following the 15 August Public Board meeting.

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

a) **Have Educational implications been considered?**
    ☒   Yes
    ☐   No

b) **Is there a budget allocated for this work?**
    ☒   Yes
    ☐   No

c) **Alignment with Our Strategy 2023 – 26 People, Partnerships and Performance**
    ☒   1. People Objectives and Outcomes
    ☒   2. Partnership Objectives and Outcomes
    ☒   3. Performance Objectives and Outcomes

d) **Have key strategic risks and mitigation measures been identified?**
    ☒   Yes
    ☐   No

e) **Have Equality, Diversity, Human Rights and health inequality issues been considered** as per **Fairer Scotland Duty: Guidance for Public Bodies** and **Corporate Parenting** as per the **Children and Young People (Scotland) Act 2014?**
    ☒   Yes
    ☐   No

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

☒ Yes

☐ No

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

☒ Yes

☐ No

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

☒ Yes

☐ No

AS
July 2024
NES

Directorate for Health Workforce

Scottish Government
Riaghaltas na h-Alba
gov.scot

E: directorofhealthworkforce@gov.scot

Karen Reid
Chief Executive
NHS Education for Scotland

via email: ceo.nes@nes.scot.nhs.uk

10 July 2024

Dear Karen

NHS EDUCATION FOR SCOTLAND DELIVERY PLAN 2024/25

Many thanks for submitting your NHS Board Delivery Plan 2024/25. May I take this opportunity to thank you and your team for all the hard work that has gone into the preparation of this plan over recent months.

Whilst great progress has been made, our NHS continues to face significant challenges as we recover from the ongoing impacts of the Covid pandemic, coupled with a related period of ongoing financial challenge. We welcome the approach being taken by your Board to develop your service delivery and financial planning in an integrated way.

We also fully recognise the significant challenge of preparing a plan within a landscape of uncertainty and risk as well as the requirement to deliver savings as set out in your Financial Plan. Delivery Plans have therefore been reviewed to take these factors into account and ensure sufficient assurance is provided in alignment with NHS Scotland and the Scottish Government priorities.

Following our review, we are satisfied your Plan reflects the main areas to support the delivery of key Scottish Government priorities, and we are therefore content for you to proceed to seek final approval from your Board.

We would note the approval of the plan is contingent upon the understanding that your Board will continue to work closely with the Scottish Government to ensure delivery against key commitments. Most critically, we expect these plans and the approach to remain dynamic, with the ability for NES to adapt and respond in line with nationally agreed areas of focus coming through the NHS Scotland Planning and Delivery Board.

Over the quarterly reporting cycle we would like to see, and will work with you, to ensure plans capture all the important services NES provide on a business-as-usual basis in addition to the key programmes and areas of focus outlined already

Forward Look

We will be looking to provide greater clarity and consistency by setting out the future strategic level planning approach for NHS Scotland within a Scottish Government Director's Letter (DL), which will be issued in the coming weeks. We are keen to introduce a refreshed approach to planning across NHS Scotland, with the aim of securing the best outcomes for patients and support our health services through planning and service design. The DL will incorporate a new approach as to how we in the Scottish Government start to commission work from all the National Boards, and will set out expectations around commissioning of acute services, whilst working closely with colleagues in National Services Division in developing it.

We also welcome the work being undertaken by all the National Boards to identify opportunities to release efficiency through further collaboration The Scottish Government Health Planning Team and Sponsorship Teams will engage with you over the summer to discuss how we can build on this work to ensure that future planning guidance is more appropriately tailored for National Boards to support a greater shared understanding of core National Board planning responsibilities, areas of collaboration and cross-cutting work.

Once again, many thanks to you and all your colleagues, and we look forward to continuing to work with you as we plan and deliver the highest possible quality of care for patients, improve the experience of our staff and ensure the best possible value for citizens. If you have any questions about this letter, please do not hesitate to get in touch with either myself or Paula Speirs, Deputy Chief Operating Officer for Health Planning (dcoohealthplanning@gov.scot).

Yours sincerely

Gillian Russell

National Board Sponsor Lead Director