



# **Phase 4 Re-mobilisation Plan (RMP4)**

## **Mid-year Update**

### **1<sup>st</sup> October 2021 to 31<sup>st</sup> March 2022**

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## **1. Introduction**

NES is the national health board with statutory functions for providing, co-ordinating, developing, funding and advising on education and training for the NHS and social care staff. We are a national organisation with a significant regional presence and the official provider of workforce statistics for NHS Scotland. In addition to providing national workforce and digital services which play a key role in supporting frontline health and care, NES directly funds and manages learners who comprise a significant element of the workforce supporting the winter planning response.

Over the next six months, we will remain prepared for continued disruption to education and training, acknowledging the ongoing pressure on frontline services and the uncertainty surrounding COVID-19. Looking to the longer term we will play a pivotal role in supporting the workforce and digital elements of the NHS Scotland Recovery Plan 2021-26, the refreshed Digital Health and Care Strategy, the 2022 Programme for Government, the development of a National Care Service for Scotland and the forthcoming National Workforce Strategy. These publications outline the key Scottish Government ambitions that will guide NES's future direction and while this phase four Re-mobilisation Plan (RMP4) is short-term in timescale, it helps to set the scene for a number of important developments over the longer-term.

In line with the Scottish Government request for a brief document focused on key areas, this RMP4 covers our 2021-22 priority activities while we continue to recover our core business and maintain contingency plans for further disruption. RMP4 does not therefore cover all NES activities and programmes, these are described in the operational and financial plan which underpins RMP3 and RMP4 and can be provided on request. This document's purpose is to provide an update on the priority areas of RMP3 using the template supplied by Scottish Government, reporting on progress to the end of September 2021 and highlighting strategic developments and any new proposals over the second part of the financial year.

## **2. National Boards Collaborative**

NES is part of a collaborative of eight national NHS Boards providing services where improved quality, value and efficiency is best achieved through a national approach. The national NHS Boards have a key role in resetting the design and delivery of health and care services in response to COVID-19. This RMP4 contributes to the national Boards collaborative in response to the unprecedented changes brought about by COVID-19, many of which will need to be sustained and will require education and training support.

Each of the national NHS Boards has specific contributions to make to COVID-19 recovery and the national NHS Boards have identified common themes around enabling digital access to primary care and addressing public health inequalities through shared data and improved intelligence. In addition, COVID-19 provides an opportunity to improve the application of 'Smarter' working practices and policies across the national Boards to achieve financial efficiency by sharing and redesigning facilities, collaborative working and better communication, greater use of flexible working policies and more carbon efficient and sustainable workplaces/working practices.

### **3. Strategic Context**

NES is ambitious to drive change: it is innovative, collaborative and forward-thinking – working with NHS, local government, academia, professional organisations, regulators, social care organisations and a wide range of strategic partners across Scotland, and at UK and international levels. While our re-mobilisation plans will help guide us through COVID-19 recovery and renewal with a focus on maintaining and developing our core workforce and digital services, over the next six months we will also start to explore any further contribution we can make to the social care sector given the responsibilities outlined in the Programme for Government. Over the next six months NES will commence a review and update of our strategic vision and start to develop a new target operating model (TOM) supported by a new performance framework more focused on strategic key performance indicators (KPIs). This new strategy, operating model and performance framework will support the Scottish Government's ambitions to deliver new models of primary, community and social care which will help to ensure people experience services closer to home.

NES is the leader in educational design and delivery and quality assurance. Utilising the very best in technology enabled learning, organisational and leadership development, workforce and learning analytics and digital development, to ensure the entire health and social care workforce, in every community in Scotland, is supported, skilled, capable, digitally enabled and motivated to deliver improved outcomes.

NES will support delivery of Scottish Government commitments for health and social care including 'We are Healthy and Active' and future policy change or sectoral reform such as the development of a National Care Service. Through regular engagement with senior officials and Ministers in the Scottish Government NES will deliver education, workforce development and training, workforce analysis and planning to support service design and innovation including new approaches, models and locations of care. NES is focused on ensuring the workforce is ready for a range of post-pandemic scenarios and the changes in health and social care necessary to deliver improved outcomes. NES fully recognises the challenges facing the workforce and the

population concerning mental health and wellbeing and provides several key educational programmes and support arrangements.

The scale of the health and social care workforce, in every community in the country, leverages a wider contribution in areas such as improving population health and reducing inequalities, economic development, innovation and competitiveness while recognising responsibilities in areas such as net zero. The NHS and social care can provide, at scale, opportunities for employment and training – including attraction into health and social care careers – and NES has the potential to be an awarding body for qualifications. NES is also a joint partner with NHS Golden Jubilee in the development of the NHS Scotland Academy (NHSSA - see appendix 1), which provides accelerated training across the health workforce.

Supporting a Once for Scotland approach, NES is a leader in digital solutions and cloud-based services. This includes a platform to integrate data, intelligence and applications designed to make access to services and key information easier for users. It will support health and social care staff to work more efficiently with access to the information they need.

NES developed and runs TURAS, the digital platform which provides access to knowledge and training, allows staff to keep records of their learning and achievements and is the basis for workforce data analysis. NES has the capability working with partners to develop a Once for Scotland digital citizen record for health and social care.

NES recognises the role of citizens in their own care, as unpaid carers and as members of their communities. As such they are, and must continue to be, integral in the design and delivery of education and workforce development. Our plans will be delivered in partnership with NHS Boards, key social care and third sector organisations and UK regulatory bodies with a focus on developing the workforce, driving forward digital innovation and improving the use of data and intelligence. The NHS Scotland Recovery Plan 2021-26 highlights workforce capacity and capability as a priority including recruiting to national treatment centres, providing additional general practitioners and staff in primary care mental health, increasing the number of medical undergraduate places, investing in new national and international recruitment and establishing a national Centre for Workforce Supply. In addition, there is a strong focus on creating youth employment opportunities in health and social care and providing new training in priority areas such as pre and perioperative care and endoscopy through the NHS Scotland Academy.

Critically important for NES in developing our strategy and plans beyond this RMP4 will be the outcome of the consultation on the creation of a National Care Service first outlined within the Scottish Government's Independent Review of Adult Social Care. In addition, we will work with the new Centre for Sustainable Delivery (CfSD) to develop our role in workforce planning and management and workforce development to ensure that service redesign and transformation is supported by a workforce with the right skills in the right place at the right time. There will also be opportunities for NES to support the development of digital technology and to function as a facilitator and enabler for organisations in the voluntary and third sectors.

Over the coming six months NES will continue to work with the NHS Golden Jubilee to fully establish the NHS Scotland Academy (appendix 1) informed by the forthcoming National Workforce Strategy which supports the workforce elements of the NHS Scotland Recovery Plan 2021-26. The National Workforce Strategy will guide how the NHSSA provides clinical training to support new routes into the NHS, improved opportunities for young people and for those seeking career change and progression. NHSSA will also offer enhanced practice clinical training to staff in critical services, such as pre and perioperative care and endoscopy, to allow them to build their skills and take on new and challenging roles as we build more sustainable future services.

#### **4. Risk Management**

The corporate risks identified within the NES RMP3 remain relevant and over the next six months we will remain focused on the recovering the workforce supply pipelines which are crucial to mitigating the risk of future workforce shortfalls. As we continue to live with COVID-19, we will maintain our COVID-19 Contingency Plan to provide a framework for responding to circumstances which may result in emergency governance arrangements and to deal with any ongoing disruption to our core business.

Throughout the remainder of 2021-22 our risks will continue to be dominated by reduced capacity and delayed progression within the clinical learning environment. While our focus remains on COVID-19 recovery, we are mindful of the many pressures that the service continues to face and there remains a strategic risk to workforce supply if education and training activity and recruitment into training programmes are disrupted. Over the next six months it will be important to maintain these activities and our quality assurance systems, many of which have patient safety implications. In order to mitigate delays to training, we will continue to use measures such as training extensions, support for alternative examinations, early engagement with stakeholders, new online resources, alternatives to study, adjusted individual training plans and reviewed start

dates. We will ensure that key Scottish Government stakeholders are kept informed of any risks about to be realised along with proposed mitigations and potential financial implications.

In terms of ongoing risk NES also remains affected by our reliance on non-recurrent funding allied to funding for new activities and the various cost and system pressures associated with these initiatives. In addition, our support for national digital programmes for COVID-19 recovery has impacted our core digital business and internal digital developments. To mitigate these risk we will work closely with the Scottish Government to ensure that additional resources are made available for any new work to support COVID-19 recovery as well as potential double-running costs across professional groups, the impact of paused training programmes and exam deferrals.

If these corporate and COVID-19 specific risks are not managed, service capacity and capability could be further impacted by high vacancy rates and skills deficits within the health and care workforce. Potentially, this may also lead to difficulties in delivering national digital initiatives, impacting the service's ability to create more time for frontline care and develop greater resilience. In future, increasing the supply routes into health and social care and improving retention will be essential to minimising workforce gaps as will action to build capacity through workforce development and digital innovation. NES will mitigate these risks through strong stakeholder engagement and partnership working to confirm resourcing and be clear on expectations and deliverables for key areas of work. These actions, allied to the recovery of workplace learning and national initiatives to increase workforce supply and introduce new technology, will help ensure that the financial planning which underpin RMP3 and RMP4 enables us to achieve the outcome of a skilled and sustainable workforce.

## 5. Service Area: Medicine

Key for status: *Proposal – New Proposal/no funding yet agreed*  
*Red - Unlikely to complete on time/meet target*  
*Amber - At risk - requires action*  
*Green - On Track*  
*Blue - Complete/ Target met*

RAG Status (mandatory)	Deliverables (mandatory) <i>these can be qualitative or quantitative</i>	Lead Delivery Body	Risks (Mandatory) <i>list key risks to delivery and the required controls/mitigating actions</i>	Outcomes (optional) <i>include outcomes if possible</i>	Strategies, plans & programmes <i>repeat for each applicable deliverable/add multiple programmes if required</i>
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Sept 21 Status	Key Deliverable Description	Summary of activities	Milestones/Target	Progress against deliverables end Sept 21 <i>(NB: for new deliverables, just indicate 'New')</i>	Lead delivery body	Key Risks	Controls/Actions	Outcome(s)	List any major strategies/ programmes that the deliverable relates to
Amber	<b>Postgraduate Training</b> <b>Grades:</b> Medical trainee recruitment and progression.	Recruiting, training and supporting doctors in training including expansion of GP workforce (GP100) and supply to remote and rural locations.	Ensure approx 6000 doctors in training are allocated to programmes and supported to enable assessment and review at ARCP.	Although a large number of trainees have progressed as expected, there are trainees in certain specialties who have struggled to gain appropriate competence. These trainees have been identified at ARCP and plans are being put in place to ensure they get additional training time in which to undertake the competencies required to complete. There are currently 320 doctors who will require an extension to training time, and 470 doctors who will require additional support to maintain satisfactory progression. This will have significant resource implications, and will require that service activity and capacity can support these needs.	NES	Lack of trainee progression leading to reduced output of trainees. Additional cost to training due to trainees needing additional training time.	Monitoring ARCP outcomes and ensuring additional training opportunities for trainees to progress including simulation where appropriate.	Meet NHS Scotland current and future service and medical workforce demands.	NHS Recovery Plan 2021-2026: National Workforce Planning Strategy.
Green	<b>Postgraduate Training</b> <b>Grades:</b> Provide training management infrastructure for medical trainees.	Additional and bespoke support to maintain patient safety and training delivery, to produce highly skilled and proficient practitioners for NHS Scotland.	Provision of trainee support services including careers advice, inter and intra deanery transfers and Out of Programme (OOP) applications.	On track	NES	The volume of OOP applications is reduced and pressure to release more than normal numbers to ensure CCT and medical education requirements.	Monitoring and management of delayed approvals and new applications and agree prioritisation criteria. The risk can be further mitigated by the introduction of an automated OOP application process.	Highly skilled practitioners for NHS Scotland.	National Workforce Planning Strategy.
Amber	<b>Postgraduate Training</b> <b>Grades:</b> Provide medical training and assessment systems supported by study leave funding.	Delivery of study leave funding and support to meet curricular requirements.	Provide a study leave budget according to policy and within budget, ensuring online payment is delivered when available according to SFIs and reporting quarterly.	An additional £1m funding has been agreed to support the study leave budget. Further work is required to progress an online application process.	NES	Delayed applications which need to be funded and increased costs due to redesign for virtual delivery.	Management of approval and budget. Ensure underspend managed and available retrospectively. Use of travel and subsistence funding to meet additional demand for online study.	Highly skilled practitioners for NHS Scotland.	National Workforce Planning Strategy.
Amber	<b>Postgraduate Training</b> <b>Grades:</b> Confirmation of funding required and	Developing strategies, to provide sustainable infrastructure for expansion of training numbers and alternative routes to	Monitor the training establishment and ensure appropriate payments are made to education providers. Work with NHS Boards and SG to ensure	Medical training grade expansion funding still to be confirmed and new payment mechanisms still to be reviewed and put in place. We are working with NHS Boards and Scottish Government to develop reporting, payment processes and a long term funding model.	NES	Expansion funding review delayed and there is little capacity in	Development of reports to support NHS Boards in decision making and budget setting. Disseminate clear payment rules to NHS	Increased capacity through more highly skilled and proficient practitioners for NHS Scotland.	National Workforce Planning Strategy.

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	development of mechanisms to support trainee expansion.	train with reference to redesign and provision of service during and subsequent to COVID-19 pandemic.	payment mechanisms are reviewed and updated to ensure transparency and equity in managing the expansion in numbers.			NHS Boards and SG to review the payment mechanisms.	Boards. Seek options for the management of expansion on a longer term funding basis.		
<b>Green</b>	<b>Quality Management and Educational Governance:</b> Delivery of the quality management (QM), quality improvement (QI) framework for medical education in Scotland.	Quality review site visits, action plans and reports.	Complete priority (triggered) QRP (Quality Review Panel) visits and follow-up action plans, by end of the training year. Publication of up to 70 visit reports and an Annual Quality Report in Q3. Fulfil GMC obligations by 1) completing the quarterly GMC Deans Report 2) completing the annual GMC self-assessment questionnaire and 3) facilitating GMC attendance at QM visits. Present annual summary to the NES Board EQC, highlighting risk areas and mitigations.	All activities are now returning as per normal quality cycle. QRPs for all specialty areas took place although fewer visits happened in 2020/21 training year and consequently fewer reports were issued. This was done to relieve pressure on the service. Risk was managed and addressed via alternative approaches. For 2020/21 the GMC concluded that NES is meeting the standards set out in 'promoting excellence'. The report concluded that the quality assurance activities the GMC undertook, as part of the annual exercise, provided good opportunities to observe how NES met the standards, particularly in relation to educational governance and how educators are supported. The GMC concluded that NES' Quality Review Processes are an example of a system working well, specifically in the areas of the quality data inputs, and consistency in decision making across specialties and health boards. No recommendations were required.	NES	Further COVID outbreaks could mean further constraints on the programme if training sites experience acute service pressures.	Prioritisation and risk management measures implemented if needed. Virtual visiting, an agreed visit postponement process and action plan follow-up visits will maintain activities should another COVID wave affect service. Activity continues to be monitored by the Quality Workstream and the Quality Leads, reporting to the Medical Directorate Executive Team (MDET) and the NES Education Quality Committee (EQC).	A high quality and improving clinical learning environment for postgraduate medical education.	GMC – Promoting Excellence.

## 6. Service Area: Nursing, Midwifery and Allied Health Professionals (NMAHP)

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<b>Green</b>	<b>Educational Support Roles and Networks:</b> Practice placement support.	The Rapid Action Placement Oversight Group (RAPOG) - now part of Future Nurse and Midwife Programme Board and the AHP stakeholder and recovery groups. These groups will continue to monitor challenges around NMAHP practice placements. There has	By March 2022, we will facilitate a minimum of x20 stakeholder and strategic group meetings with practice placement providers and University partners and develop a minimum of x10 resources. This is to enable the NMAHP health and social care workforce to comply with regulatory bodies' (Nursing and	Meetings have included: Rapid Action Oversight Group (RAPOG), National Strategic Group for Practice Learning (NSGPL), Maternity Education Group (MEGS), Scottish Collaboration for the Enhancement of Pre-registration Nursing Group (SCEPRN), AHP stakeholder group, AHP Recovery group, workshops to explore quality management systems to support AHP practice based learning (PrBL) and to support paramedic education and Peer Assisted Learning (PAL) models. Expression of interest posts in place to support PAL work - 6 case studies and 1 workshop for 20 staff tested with an implementation plan being developed.Funded four	NES	Increasing student numbers and pressure on placements due to staffing pressures, reduced bed capacity and in maternity effects of non-vaccinated	Practice education network supporting placement providers and HEIs to maximise placement capacity supported by QMPLE. Regular intelligence gathering via SEND, SDNDF, ADSG, FNMPB and other relevant groups. Pre-registration nursing, midwifery and paramedic performance	Sustainable and enhanced NMAHP learning environments supported by a practice education infrastructure where the NMAHP workforce encounter positive learning experiences and all learners are supported,	Pre-registration Nursing, Midwifery and Allied Health Professions. National Workforce Planning Strategy.

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		also been a capacity and capability nursing and midwifery working group established.	Midwifery Council and Health and Care Professions Council) requirements for practice education, and increase and diversify practice learning experiences.	Peer Enhanced E-placement (PEEP) packages for universities to enable them to deliver a new PEEP placements model. Further funding provided to support six programmes in three universities to design and deliver PEEP. New - Preceptorship resource (N & M) and clinical supervision resources developed and launched. New - Increase in practice education facilitators/ care home facilitators by 50% i.e. 57 WTE. New - Increase in AHP PEL structure by 7.2WTE. New - 5.8 WTE PEL and 0.6 senior educator to support AHP practice education including the paramedic workstream. New - Work underway to develop a Peer Digital Placement (PDP) – involves service user input. Expression of interest has been funded.		population on workload.	monitoring over summer to identify problems early- includes review of excellence in care response.	supervised and assessed aligned with the HCPC and NMC regulatory standards.	
<b>Amber</b>	<b>Post-registration Education:</b> Developing digital capability.	Develop a digital capability self-assessment tool. Contribute to recommendations from trainer/facilitators short-life working group.	We will develop a digital capability self-assessment tool by March 2022. We will also support the NMAHP' contribution of the implementation of the Technology Enhanced Learning (TEL) by March 2022.	Discussions with Health Education England (HEE) regarding the use of the Digital Literacy Self-Assessment Diagnostic Tool. Following testing it was agreed that this tool will not meet the needs of educators in NES. Engagement with JISC has been progressed and testing of a potential tool for educators is in progress. A 2-year funding proposal to embed TEL in NES has been agreed. This will support the development of our educators to deliver TEL.	NES	Delay in recruitment to 2 posts to support the trainer's subgroup is impacting on delivery of target.	TEL Governance group fully aware of need to progress recruitment.	NMAHP workforce with access to career long learning and development, to provide safe and excellent care support transformational service change, improvement and innovation.	Digital Health and Care Strategy.
<b>Green</b>	<b>Role Development and Frameworks for Practice:</b> AHP transforming roles.	Developing advanced practice roles in reporting radiography, MSK primary care and unscheduled care.	Subject to funding, by March 2022, we will develop a minimum of two career and educational pathways and resources for consultant, advanced and senior practitioners in a minimum of two priority areas identified by the CAHPO and AHP Directors Scotland Group.	Preparing final draft position paper and 5-year plan for the embedding of AHP transforming roles in practice. The plan will support skills maximisation across all levels of AHP practice. Supported by a NES expression of interest work based learning units have been produced which will develop the knowledge and understanding required by assistant practitioners to authorise general radiography requests against local guidelines and in keeping with IRR 2017 and IRMER2017. The learning units are aimed at those currently working under supervision of HCPC registered radiographers as assistant practitioners within a diagnostic service e.g. clinical imaging departments. providing clinical imaging services. It is hoped that the learning units can be piloted in NHS Lanarkshire. Assistants undertaking this role will improve patient experience by enhancing patient throughput. An expression of interest is about to start which will identify routes into radiography and will explore the potential of developing an apprenticeship model. 4 consultation hosted with key strategic stakeholders AD SG, AHPSFS, AHP Academic Heads and AHP Consultants. Networks. Several meetings have taken place with HEE, HCPC and professional bodies such as CSP.	NES	Due to COVID NHS Boards may not be in a position to support the workplan. There is a need for the College of Radiography to update the scope of assistant practitioners - the update is being delayed due to capacity issues resulting from COVID. COVID work pressures are limiting capacity for pilot of work based learning modules.	NES AHP team giving additional support to clinicians to help them engage with the project. We do need clinical experts to help the work progress in practice. Rather than waiting for the College of Radiographers to update national scope of practice for assistant practitioners individual NHS Boards can progress amendments to local scope of practice - this route is currently being explored.	NMAHP workforce with access to career long learning and development, to provide safe and excellent care support transformational service change, improvement and innovation.	AHP transforming roles relates to the wider SG transforming roles workstream which involves nursing, midwifery, healthcare science and pharmacy. AHP transforming roles links to similar role development work being progressed by HEE, HCPC and the majority of AHP professional bodies. AHP transforming roles links particularly to the work of the Scottish Radiology Transformation Programme (SRTP), SCIN (Scottish Clinical Imaging Network) and to the Radiology Target Operating Model. AHP transforming roles links to wider AHP workforce planning work – SG workforce leads and to HIS.

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Green	<b>Role Development and Frameworks for Practice:</b> Resources for district nurses, general practice nurses, care home and prison nurses.	An online learning resource for the integrated community nursing teams.	Subject to funding, we will develop online content for prison healthcare and care home nursing and redesign current general practice nursing and district nursing resources to form a single resource with core and specific areas for district nurses, general practice nurses, care home and prison health care nurses by March 2022.	Preliminary work is being undertaken through engagement with stakeholders to ensure existing resources are contemporary and relevant ahead of content mapping and redesign to the single.	NES	Available of subject experts to engage with work and advise on prison and home care nursing content.	Working with our networks to identify subject matter experts.	NMAHP workforce with access to career long learning and development, to provide safe and excellent care and maximise the NMAHP contribution to transformational service change, improvement and innovation.	Pathway for integrated community nursing team as part of the national transforming roles programme.
Green	<b>Patient Safety, Clinical Skills and Public Health (including Health Protection, HAI etc):</b> Public health education provision for health and care workforce.	A range of quality assured workforce education resources and webinars for staff supporting the COVID-19 vaccination programme and for contact tracers. All resources are available on TURAS Learn and these are continually reviewed to help ensure currency of content and signposting to authoritative documents.	Engage with stakeholders to review and revise education through engagement with key stakeholders including NHS Boards, social care, universities and local authorities to inform, review and prioritise education provision by March 2022. Reports of annual activity to be submitted to NES, Antimicrobial Resistant Healthcare Associated Infection Programme Board and Scottish Health Protection Network respectively.	<b>COVID-19 Vaccination.</b> Resources have been developed to support: New immunisers (registered and healthcare support workers). Returning staff (or redeployed staff). Current and experienced vaccination staff. Given the rapidly evolving nature of the programme and the need to outreach to practitioners as quickly as possible a number of national webinars were also facilitated with presentations and an expert panel format April 2021. An update for practitioners focussing on the thrombotic syndrome associated with AZ vaccine had over 1890 participants. <b>COVID-19 Contact Tracing.</b> Resources include slide sets, podcasts and illustrative scenario podcasts, a self-assessment resources for returning contact tracers and a national contact tracing proficiency document. Additionally, CPD session on enhanced communication skills was developed in collaboration with NES Health Psychology colleagues. These resources are also available within the secure contact tracing operational system.	NES	Rapidly changing nature of the programme is challenging in ensuring currency of resources. Volume of requests. Vaccination team post have short term funding.	Work with stakeholders to prioritise and plan for changes where possible. Seek permanent funding for vaccination team posts.	A skilled and knowledgeable public health workforce, including specialist practitioners and the wider health and care workforce, who will effectively contribute to the delivery of key public health priorities, with a focus on health protection and infection prevention and control.	Scottish Government COVID response. Scottish Government FVCV programme. Scottish Immunisation Programme. PHS/NES Strategic Partnership.
Amber	<b>Patient Safety, Clinical Skills and Public Health:</b> Public health education for the health and care workforce.	Quality assured workforce education resources and webinar opportunities.	Review and revise education provision by March 2022. Reports of annual activity to be submitted to NES, Antimicrobial Resistant Healthcare Associated Infection Programme Board and Scottish Health Protection Network respectively.	The antimicrobial resistance and healthcare associated infection (ARHA) team are progressing a number of workstreams. <b>Reducing infection and risk in the healthcare built environment.</b> Collating feedback from stakeholders on Knowledge and Skills Framework. <b>Support for care home and care at home staff.</b> 6 webinars supporting the new Infection Prevention and Control Manual for Older People and Adult Care Homes. 6 webinars supporting the launch of the new National Cleaning Specification for Older People and Adult Care Homes delivered. <b>Scottish Infection Prevention and Control Education Pathway.</b> Review resources from foundation and intermediate layer.	NES	Lack of stakeholder engagement and response to due to workforce capacity. Complex landscape of stakeholder groups resulting in possible delays in delivery.	Simplify stakeholder engagement requirements. Work with various stakeholders through the NES health and social care collaborative forum.	A skilled and knowledgeable public health workforce, including specialist practitioners and the wider health and care workforce.	Healthcare Built Environment: NHS Scotland Assure Healthcare Built Environment-Workstream 5 – Workforce Development. Care Home and Care at Home: Coronavirus (COVID-19): care home outbreaks - root cause analysis. Coronavirus (COVID-19): care home outbreaks - root cause analysis. Scottish Infection Prevention and Control Education pathway.
Green	<b>Patient Safety, Clinical Skills and Public Health (including Health Protection)</b>	Quality assured workforce education resources and webinar opportunities.	Review and revise education through engagement with key stakeholders to inform, review and prioritise	<b>Nurses' Health &amp; Wellbeing</b> Stakeholder engagement with range of government directorates, and wider health, care and education partners to ensure linkage with existing work on health and well-being and identify areas of priority. National Programme Oversight Group – established. Evidence	NES	Risk of duplication of activity with other national work. Capacity within the	Ensure engagement and agreement with key stakeholders in this area to develop and prioritise workplan.	A skilled and knowledgeable public health workforce, including specialist practitioners and the	Nurse' Health and Wellbeing: Chief Nursing Officer Nursing 2030 Vision. NHS Scotland Remobilisation, Recover and Re-design. National Wellbeing Programme.

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	<b>Protection, HAI etc):</b> Public health education for the health and care workforce.		education provision by March 2022.	review of literature on health and wellbeing completed. Theming of initial stakeholder conversation content		workforce to engage.		wider health and care workforce.	

## 7. Service Area: Dentistry

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Sept 21 Status	Key Deliverable Description	Summary of activities etc	Milestones/Target	Progress against deliverables end Sept 21 (NB: for new deliverables, just indicate 'New')	Lead delivery body	Key Risks	Controls/Actions	Outcome(s)	List any major strategies/ programmes that the deliverable relates to
<b>Amber</b>	<b>Postgraduate Training Grades:</b> Delivery of dental core and specialty training.	Up to 92 dental core and up to 45 specialty and post certificate of completion of specialist training (CCST) trainees achieving the learning outcomes to the GDC (General Dental Council) standards.	Core: Recruit up to 90 posts by 1 September. Specialty: Recruit 10 NHS and one academic post by 1 October 2021.	Core: 8 Posts unfilled through national recruitment and are being filled via a variety of different methods e.g. Local recruitment, conversion to different grade and some may be left vacant. Specialty: 9 out of 11 posts filled. One unfilled, one in recruitment. Core: Minimal impact on progression, 88 CT with 84 on outcome 1, one on outcome 2, one has a COVID outcome with no impact on progression. 2 on mat leave so no outcome. Specialty: Impact of COVID is likely to be minimal, with 1 or 2 potentially requiring extension due to COVID impact on clinical activity.	NES for recruitment, and NHS Boards for progression.	Core: did not fill all posts. Late withdrawal of appointees. Specialty – no risk. Trainee progression – main risk is reduced clinical activity.	Using a variety of alternative methods to recruit to vacancies. Regular Core Training Adviser meetings where clinical activity is discussed and monitored. Many trainees have had an increased frequency of RCP to monitor.	Meet NHS Scotland current and future service and dental workforce demands.	NHS Recovery Plan 2021-2026. Oral Health Improvement Plan.
<b>Green</b>	<b>Undergraduate and Pre-registration Education:</b> Pre-registration education for dental nurses.	Dental nurse education and training programmes.	Provide up to 200 places for trainee dental nurses on an induction blended learning programme prior to commencing a pre-registration dental nurse training course. Provide up to 130 places for trainee dental nurses on a blended learning pre-registration programme to achieve the SVQ and PDA in dental nursing.	Provision of 80 places for the NES dental nurse induction blended learning programme. 48 trainee dental nurses completed to date with achievement rate of 100%. 81 trainees currently undertaking pre-registration training due to complete by December 2021. A further 88 trainee dental nurses due to commence 21-22 pre registration programme in September 2021.	NES	Workforce recruitment leads to demand for training provision which cannot be met.	Monitoring sufficient provision and uptake through course bookings. Successful completion of programme and qualification criteria defined by awarding body.	Improved education and training opportunities for careers in dental nursing.	Oral Health Improvement Plan.
<b>Amber</b>	<b>Post-registration Education:</b> Post-registration education for dental nurses.	Dental care professional (DCP) education and training programmes.	Provide up to 120 places on blended learning programmes for DCPs to undertake the PDA and HN (Higher National) units.	Provision of 52 new post registration training places available from April – September over a range of SQA PDA and HN units programmes. Further capacity of a further 40 places planned during 21-22. Options and capacity to fully meet target of 120 places under review.	NES	Capacity to design and deliver blended learning.	Planning provision and monitoring staff capacity and workload. Supporting learners towards successful completion.	Improved post-registration education and training opportunities for DCPs.	Oral Health Improvement Plan.

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Red	<b>Postgraduate Training Grades:</b> Delivery of dental vocational training (DVT) in Scotland.	Education for vocational dental practitioners (VDPs) for academic year 2021-22, equivalent to 25 study days for each of the 16 schemes. Up to 163 training posts for dental vocational training (DVT) to match the output of the Scottish dental schools by July 2021. 100% of VDPs considered for completion in June/July 2021, (date flexible due to COVID-19).	Develop 25 study days across the training year for each scheme. Additional training year offered to 147 recruited DVTs with 144 currently remaining in post. 147 recruited VDPs were offered an extension to the training period, to July 2022.	Due to COVID an additional training period will be required with between 10 and 12 additional study days to achieve satisfactory completion. This target will not be met as Scottish dental schools did not produce graduate outputs in summer 2021. As no new trainees have been added, and because levels of clinical experience were significantly restricted for those in post, current VDPs have been offered a training extension to July 2022. 144 VDPs in post in September 2022 and will be considered for satisfactory completion of training the National Review Panel in June 2022, or through pre-screening processes. Additionally, National Review Panels will be set up if required in November 2021 and February 2022, if trainers indicate that a VDP may be ready for assessment.	NES	Delivery will be challenged by COVID restrictions.	Online alternative delivery is available if required to replace face-to-face delivery. All trainees offered appropriate training post until July 2022. National Review Panels arranged at regular intervals throughout the extended training period to allow earlier satisfactory completion.	Meet NHS Scotland current and future service and dental workforce demands.	Oral Health Improvement Plan.
Red	<b>Postgraduate Training Grades:</b> Delivery of dental therapist vocational training (TVT) in Scotland.	Provide up to 20 posts for herapist Vocational training (TVT) by July 2021. Education equivalent to 12 days training for all new therapy graduates in 2021/2022. 100% of TVTs considered for training completion.	Therapy training will not be offered to 2021 graduates; as a result no trainers were recruited and no formal study day programme will be created. TVT trainees have experienced a restriction of clinical opportunities, an offer of extension to training has been given, until 30/11/21 with 11 of the 13 taking this up.	Those trainers currently delivering TVT training have been approached with a view to including them in any other training/supervision roles which may become available prior to August 2022. A tailored programme of CPD will be produced for therapy students graduating in 2021, and details will be circulated through herapy schools. All therapy trainees in post will be considered for satisfactory completion of training at a National Review Panel in October 2021.	NES	Delivery will be challenged by COVID restrictions.	All TVTs offered appropriate training post until November 2021. CPD programme offered to new therapy graduates. National Review Panel to be arranged for October 2021.	Meet NHS Scotland current and future service and dental workforce demands.	
Amber	<b>Person-centred Care Education and Training:</b> Dental support for priority groups.	Provision of sustainable education and collaborative working with key partners from healthcare providers, social care, local authority, education and third sector organisations.	Create an educational framework for those involved in the oral care of priority groups. Key aspects are development of Open Badges, and an RPL (Recognition of Prior Learning) policy to support qualifications.	Progress towards targets has been slower than anticipated because of a variety of factors including partnership working. However good progress has been made and several of the milestones and targets will be met but possibly not fully by Q4.	NES	Reliance on joint working.	Regular monitoring of progress. Setting workplans and agreeing timelines.	Reduced health inequalities and improve oral health and access to oral care for priority groups.	Oral Health Improvement Plan.

## 8. Service Area: Healthcare Science (HCS)

Key for status: *Proposal – New Proposal/no funding yet agreed*  
*Red - Unlikely to complete on time/meet target*  
*Amber - At risk - requires action*  
*Green - On Track*  
*Blue - Complete/ Target met*

RAG Status (mandatory)	Deliverables (mandatory) <i>these can be qualitative or quantitative</i>	Lead Delivery Body	Risks (mandatory) <i>list key risks to delivery and the required controls/mitigating actions</i>	Outcomes (optional) <i>include outcomes if possible</i>	Strategies, plans & programmes <i>repeat for each applicable deliverable/add multiple programmes if required</i>
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Green	<b>Quality Management and Educational Governance:</b> Quality monitoring of HCS training centres.	Self assessment and follow-up audit of active HCS training centres.	All centres to provide self assessment by March '22.	Good response to this assurance programme. No concerns: Response from 55 of an estimated 60 centres with trainees. No COVID-related concerns.	NES	Centre fails to provide satisfactory evidence to support training.	NES intervention if concerns flagged at self assessment.	A high quality clinical learning environment for HCS trainees.	Postgraduate scientist training. Assuring training centres is a key deliverable in our engagement with trainees and supervisors.
Green	<b>Postgraduate Training Grades:</b> HCS recruitment.	Recruitment of 2021 intake during summer and expressions of interest being gathered for 2022.	22 clinical scientist trainees for intake 2021 confirmed (target 18-25). 8 in progress (existing cohort) there was no planned 2021 intake.	Full uptake 2021 intake; 2022 expressions of interest from service ongoing - closes late Sept 2021. No concerns. Established single cohort commenced 2019. Expected completion for most by end 2021. No concerns.	NES	None	None	Ongoing supply of postgraduate HCS staff via our training-grade pathway.	National Workforce Planning Strategy.
Green	<b>Role Development and Frameworks for Practice:</b> Higher specialist (consultant) scientist training.	Consultant scientist training plans, fees and assurance monitoring.	21 in progress commenced early 2021: original target 10 raised to 20.	All in post and commence individual training plans. Good dialogue with trainees. Good engagement with UK partners who are interested in our approach to this type of training.	NES	Training plans may change and costs may overshoot 5-year funding window.	Regular review of training plans with cohort; Finance involved to monitor future spend.	New group of consultant scientists capable of senior leadership in service.	National Workforce Planning Strategy.

## 9. Service Area: Optometry

Key for status: *Proposal – New Proposal/no funding yet agreed*  
*Red - Unlikely to complete on time/meet target*  
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RAG Status (mandatory)	Deliverables (mandatory) <i>these can be qualitative or quantitative</i>	Lead Delivery Body	Risks (mandatory) <i>list key risks to delivery and the required controls/mitigating actions</i>	Outcomes (optional) <i>include outcomes if possible</i>	Strategies, plans & programmes <i>repeat for each applicable deliverable/add multiple programmes if required</i>
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Green	<b>Continuing Professional Development (CPD):</b> Optometry 'Teach and Treat' centres for medical retina training.	Deliver CPD for the optometry profession including delivery of 'Teach and Treat' at 3 centres (Lothian, Greater Glasgow, Grampian).	To have 100 Optometrists per annum attend at least one 'Teach and Treat' session at one of the three centres by end of Q4. Sessions support independent prescribing (IP) placement (24 session requirement).	Framework in development and on schedule.	NHS Lothian, NHS Greater Glasgow and Clyde and NHS Grampian.	Capacity of NHS Boards to support in terms of staff levels and space. Optometrists engaging with the service.	Regular contact between NES and NHS Boards, and assurances provided to return to normal capacity at the earliest opportunity. Ensure all clinics can contribute to IP placements.	An optometry workforce with new skills e.g. independent prescribing.	
Green	<b>Continuing Professional Development (CPD):</b> Glaucoma accreditation training.	Provide community optometrists with education in glaucoma management to extend their remit to patients with suspect glaucoma, treated and untreated ocular hypertension, and	Subject to SG funding. By March 2022, accredit a minimum of 75% (40 places) of optometrists enrolled in the second cohort of NES accredited training, SQA level 11 course, to manage ocular hypertension and	Out of 45 registered, 40 still engaged in course, and online to finish.	NES	Funding beyond 31 March 22 not confirmed.	Open dialogues with SG continues and engagement opportunities met with other external stakeholders. Robust evaluation in place to maximise delivery of current programme.	Improved and developed roles for optometrists.	NHS Recovery Plan 2021-2026.

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		treated stable glaucoma.	glaucoma in the community.						
<b>Red</b>	<b>Role Development and Frameworks for Practice:</b> Independent prescribing (IP).	Education for optometrists to increase their scope of practice in the community. Training for optical assistants.	Support a minimum of 45 optometrists through the GCU ocular therapeutics course. Measured by enrolment in Sept 2021 module 1 and continuing support to complete modules 2 and 3 by Q4.	COVID-19 we have a backlog of placement requests. To prevent any further bottleneck of placements 30 places have been agreed to be funded.	GCU and NES	Challenges within secondary care to support placements.	NES maintaining engagement with the College of Optometrists and the GOC over adjustments to placement requirements.	Optometrist workforce with new skills for practice in the community.	
<b>Green</b>	<b>Continuing Professional Development (CPD):</b> Mandatory training.	Delivery of mandatory training for the optometrists and ophthalmic medical practitioners (OMPs) practising under General Ophthalmic Services (GOS) (Approximate numbers 1400-1800).	90% of all General Ophthalmic Services (GOS) optometrists/ophthalmic medical practitioners (OMPs) completing the 2021 mandatory training activity by 31/12/2021. Provide feedback of completion within 28 days of practitioners completing their digital learning resource for minimum of 95% of cases. Develop and host a digital learning resource for 2022 mandatory training by end Q3 on risk in the practice.	925 have completed out of 1540. Business support are meeting the feedback requirement timeframes. Digital resource to external reviewers. On target for publication.	NES	Reliance on technology and digital expertise for hosting. Optometrists engaging with the service. Workforce shortage within the team would majorly impact.	Upskilling business support staff as opportunities arise. Highlight the requirement and strong relationship with NHS Boards. Business support staff closely involved to allow continuity in the event of staff absence. Regular communication with NES Digital around requirements.	A safe and skilled optometry workforce.	

## 10. Service Area: Pharmacy

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RAG Status (mandatory)	Deliverables (mandatory) <i>these can be qualitative or quantitative</i>	Lead Delivery Body	Risks (mandatory) <i>list key risks to delivery and the required controls/mitigating actions</i>	Outcomes (optional) <i>include outcomes if possible</i>	Strategies, plans & programmes <i>repeat for each applicable deliverable/add multiple programmes if required</i>
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<b>Green</b>	<b>Postgraduate Training Grades:</b> Post-registration foundation training for newly qualified pharmacists.	The new post-2021 programme, includes prescribing, induction, evidence framework, quality management, support resources and peer review. In parallel deliver the current (outgoing) programme including trainee support, peer	By end September 2021 we will launch the post-registration foundation training programme. By March 2022 we will deliver a training and quality management programme for up to 200 trainees and their supervisors. In 2021/22 there will also be two diets of assessment for	On track for new programme launch Sept 2021, the overarching review group and associated subgroups meet on a regular basis. The evidence framework is in a final consultation phase and will be finalised 6 <sup>th</sup> Sept 2021. The TURAS Learn resources with guidance for each domain of the framework are agreed and will be published by 1 <sup>st</sup> Oct RPS online Phase 1 of the RPS online portfolio is expected for early October. Formal Registration open 15 <sup>th</sup> September. Expressions of Interest process started. Original programme has (171 pharmacist) actively in	NES	Concurrent delivery of programme. Impact on pharmacists who were affected by COVID-19 and registration delayed who have missed	Work with key stakeholders including SG to establish needs and resources to enable qualification as independent prescribers as soon as possible.	A training and quality management programme for the vocational training (VT) foundation programme across all sectors for pharmacists and pharmacy technicians.	NES Pharmacy Post-Registration Career Framework. RPS Post-Registration Foundation Curriculum. GPhC Initial Education and Training for Pharmacists. Achieving Excellence in Pharmaceutical Care.

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		review, tutor training, quality management and an assessment process.	the original programme and 80 trainees are expected to complete the programme.	training ( 113 hospital, 4 community, 29 cross sector and 25 primary care ). Webinars and communication strategy to raise awareness commenced in July 2021.		out on this programme.			
Green	<b>Postgraduate Training Grades:</b> Post-registration foundation training for newly qualified pharmacy technicians.	A training and quality management programme for newly qualified pharmacy technician trainees built on the pilot which concluded in March 2021.	Projected numbers are up to 100 new, 40 current ongoing and support to completion of up to 25 across all sectors. This 2 year programme includes training days, induction for tutors and trainees, peer reviews, management of assessment process.	Progress ongoing with induction, peer review sessions and evidence workshops. Assessment strategy and all relevant documentation now signed off. Programme officer secondments (1.5 wte) commence in post September 2021 to support delivery of programme in conjunction with programme officer lead.	NES	Managing demand for the programme against current agreed levels of output.	Increased staffing (SG funded) to support delivery.	A training and quality management programme for the vocational training (VT) foundation programme across all sectors for pharmacists and pharmacy technicians.	Achieving Excellence in Pharmaceutical Care.
Green	<b>Undergraduate and Pre-registration Education:</b> Recruitment of pre-registration pharmacy trainees.	To market, promote and recruit the Scottish PRPS training opportunities across the UK to increase candidate numbers to Scotland and respond to the growing requirement for trainee numbers to meet workforce needs.	To recruit to a target of up to 235 trainees to the pre-registration pharmacist scheme (PRPS)/foundation programme (by March 2022) to commence training for the 2022/23 cohort.	449 applications to 2021 recruitment cycle for trainee pharmacists undertaking FTY in 22/23 received (an increase of 99 applications from 2020 recruitment cycle). This followed NES staff attendance at virtual careers fairs across the UK promoting the foundation training year (formerly PRPS) in Scotland. National recruitment processes continue with the assessment stage commencing in October '21. Offers are due to distribute from 10 <sup>th</sup> November 2021. This target remains on target and is expected to deliver a cohort of 235 trainees.	NES	Continued attraction to ensure enough candidates.	Focus on attraction to the programme.	A recruitment, training and quality management programme for PRPS in Scotland over the next 3 years, to ensure a pharmacy workforce for NHS and community practice in Scotland.	GPhC Pre Registration Pharmacy Training (within Initial Education and Training)
Green	<b>Undergraduate and Pre-registration Education:</b> Progress and completion of pre-registration pharmacy training.	The 21/22 pre-registration pharmacist foundation training year (previously known as the PRPS scheme). Ensure trainees are meeting requirements to register in the UK as a pharmacist. Training and quality management.	Delivery of the virtual pre-registration pharmacist foundation training year (FTY) national programme in 4 online blocks of study. Collation and review of trainee feedback after each block and at the conclusion of training to assess impact on changes to practice and/or preparation for practice.	210 trainees have either completed 52 weeks of Pre-registration training or are progressing through the final period of 20-21 FTY programme with support from the pharmacy FTY team and quality management processes. Two of the five 20-21 cohort paused trainees have now returned to full time training. 242 applications received to sit the summer registration assessment, from the 20-21 cohort, previous trainees and 19-20 pro-regs, with outcomes due 9 <sup>th</sup> September 2021. Online 21-22 training programme has commenced with the first set of trainee and facilitator feedback due in September.	NES	The main risk has been the delay to the GPhC assessments with NES supporting delayed trainee (known as pro-registrants).	NES, with approval of SG, funded extensions to pro-registrants to the stage of assessment and entry to the register.	A recruitment, training and quality management programme for the pre-registration pharmacist scheme in Scotland over the next 3 years, to ensure a required pharmacy workforce for NHS and community practice in Scotland.	GPhC Pre Registration Pharmacy Training (within Initial Education and Training).
Green	<b>Undergraduate and Pre-registration Education:</b> Quality management of pharmacy undergraduate experiential learning sites.	Quality management systems to approve suitable pharmacy experiential learning (EL) sites via site visits/virtual approval visits.	Carry out up to 50 engagement QM virtual meetings and feedback mechanisms. Face to face priority QM visits may be reintroduced dependent on COVID restrictions. This activity is carried out in conjunction with the two schools of pharmacy, Robert Gordon University and University of Strathclyde, and other key stakeholders.	The QM approval process re-commenced in July/August. All EL providers have been reviewed by GPhC as first step in this process. 87% of the 304 community pharmacies due to be used for EL in 2021/2022 have been triaged utilising the TQM app. Of those triaged. 171 require approval discussions for new practice or routine approval. 4% (7) of these have been completed or are booked. 14 require triggered visits. 50% (7) of triggered visits have been completed or book in the coming weeks. 79 of these have been virtually approved based on feedback data. All triggered visits will be completed prior to EL starting on the 13 <sup>th</sup> September.	NES	Due to COVID impact the redesign of site visits to virtual mechanisms.	Use of RAG triage approaches to risk and the use of joint virtual approval visits (with the FTY programme).	A high quality undergraduate learning environment for pharmacy education.	GPhC Initial Education and Training for Pharmacists.

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Green	<b>Role Development and Frameworks for Practice:</b> Advanced practice pharmacists.	Deliver and support a learning pathway for up to 100 new advanced practice pharmacists working in GP practices, through supported e-learning, virtual group training and assessment against the NES GP clinical pharmacist competency and capability framework.	Develop, commission, deliver and report on the number of advanced practice pharmacists undertaking the learning pathway in Scotland. Distribute SG funding to NHS Boards for educational supervision by senior pharmacists and clinical supervision by GPs for advanced practice pharmacists accessing the NES learning pathway.	438 GPCPs now registered and going through the advanced practice framework. 4 further GPCPs passed at advanced Level 1 up to September. SLA due to be distributed during Q3. (Training had been paused Q1 by HBs due to impact of COVID-19 and has now recommenced – this factor was already considered during initial planning for this year).	NES	Pause to training due to COVID impact.	Continuity and recovery of training levels considered in operational planning however need is again being met.	Education and training to support the primary care pharmacy workforce across Scotland to meet the SG agenda for primary care transformation.	Achieving Excellence in Pharmaceutical Care. Primary Care Improvement Programme. It also supports the delivery of the pharmacy commitments in the Memorandum of Understanding of the new GP contract. Pharmacy Postgraduate Career Framework.

## 11. Service Area: Psychology

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Green	<b>Postgraduate Training Grades:</b> Workforce development to increase capacity in psychological therapies.	Provide/monitor funding to support improved performance of NHS Boards on the psychological therapies waiting times access standard.	Support NHS Boards to maintain: 30 masters level posts, and 19 clinical psychology posts in older adults services to enable local training supervision and coaching and the delivery of psychological therapies. Support NHS Boards to maintain 15 clinical psychology posts to enable local training and supervision and the delivery of psychological therapies to health and social care staff/workforce.	Masters level posts: 27.1 WTE recruited. 2.0 WTE to be recruited. Older Adults: 16.5 WTE recruited with 3.1 WTE to be recruited. Staff support: 13.9 WTE recruited. 2.25 WTE to be recruited.	NES	Staff turnover/ vacant posts.	Work with Boards to agree longer term SLAs in light of recent extended SG funding.	Increased capacity and improved access to psychological therapies.	Mental Health Strategy 2017- 2027.
Green	<b>Postgraduate Training Grades:</b> Psychology postgraduate training.	Ensure the NHS is provided with suitably trained and fit for purpose professionals, and in fulfilment of the required numbers guided by workforce planning.	68 clinical psychology trainees to complete pre registration training by the end of March 2022. 70 applied psychology and psychotherapy trainees by the end of March 2022. 40 trainees for psychological therapies in primary care	On track – 68 clinical psychology trainees on track to complete training by March 2022. Exceeded target – 80 applied psychology and psychotherapy clinical trainees have been commissioned and recruited due to commence training in Sept 2021. On track – 40 PTPC trainees and 30 APCYP trainees due to complete training by Jan/Feb 2022. On track – recruitment is underway for 46 PTPC trainees and 36 APCYP trainees to commence in Jan/Feb 2022. On	NES	Insufficient availability of supervised placements in the boards. COVID 19 guidance on social distancing and	Regular discussion with Heads Of Psychology Services in the HBs. Provision of supervision training to increase capacity of supervisors. Exploration and implementation of alternative remote	Meet NHS Scotland current and future service and psychology workforce demands.	Mental Health Strategy 2017-2027.

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			(PTPC) and 30 MSc trainees in applied psychology for children and young people (APCYP) to complete training by January/February 2022. 40 MSc PTPC trainees and 30 MSc APCYP trainees for commencement in January/February 2022. 2 trainee health psychologists to complete training by May 2022 and 4 by February 2023. 4 new trainees to commence in February 2022. 5 child and adolescent psychotherapy trainees due to complete in September 2021. 4 new trainees to commence in September 2021. Provide trained neuropsychologists (in the region of 20-30) and upskill other disciplines.	track – 2 trainee health psychologists are due to complete training in March 2022, a further 3 in February 2023, and 1 in May 2023. Recruitment is underway for a new cohort of 4 trainees to commence in Feb 2022. 4 trainee child and adolescent psychotherapists are due to complete training in Sept 2021, with 1 further trainee likely to require an extension. On track - 4 child and adolescent psychotherapy trainees recruited to commence in September 2021. On track - Neuropsychology programme and upskilling delivered as anticipated, including a renewed 2 year contract with University of Glasgow to ensure continuation of this resource within NHS Scotland.		increased pressure on NHS Board staff.	methods of training delivery.		
Green	<b>Mental Health:</b> Workforce development for staff providing services to people living with dementia.	Use the 'Altered Reality' animation to support understanding and key concepts outlined in essentials in psychological care training.	Deliver training to 310 delegates. Develop training materials to suit various audiences.	Development of training plans and materials is progressing as planned. Training events planned for the second half of 2021/22 for up to 415 delegates.	NES	Psychology of dementia team is at half capacity leaving one 0.5WTE member of staff.	External facilitators sourced and agreement in place. Provider organisation used previously and delivered training to a high standard. NES will oversee quality.	Improved dementia care.	National Dementia Strategy 2017-2020. Promoting Excellence Framework 2021. Coronavirus (COVID-19) - Dementia and COVID: action plan.
Green	<b>Mental Health:</b> Developing the CAMHS workforce.	Develop a workforce development plan to increase capacity in CAMHS. Training in CBT, IPT, family therapy, behavioural activation, LIAM, eating disorders, essential CAMHS, forensic CAMHS and trauma for CAMHS clinicians. Create networks and funding to release staff for learning.	Maintain and further develop networks currently in place to support Boards. Provide Backfill funding to Boards to enable them to release staff. Deliver training to circa 200 CAMHS clinicians on a wide range of topics at various levels. Use digital methods where possible to enhance remote learning.	Meetings of CLCs are ongoing and they have allowed us to scope out training needs in the workforce. Backfill funding is ongoing and being drawn down by NHS Boards. Training has been delivered to 82 CAMHS clinicians to date, with 36 ongoing in longer courses, 145 expected to attend events and 61 due to start longer courses in the latter half of the year. A forensic CAMHS eLearning module has been developed and is available on Turas Learn. Nes will continue to promote and monitor its use with camhs, forensic services, secure care and other agencies.	NES	Service demands and turn over of staff within CAMHS services leading learning co-ordinator roles being vacant, or with limited time dedicated to them.	Service and professional leads engaged in instances of vacancy. Close liaison with services via the CAMHS learning co-ordinator, to plan for these eventualities. Negotiation with NHS Boards to release staff, including spreading clinicians across cohorts.	Improved CAMHS workforce capacity in conjunction with NHS Boards.	Mental Health Strategy 2017-2027. The Matrix- A Guide for Delivering Evidence based Psychological Therapies in Scotland. Children and Young People's Mental Health Taskforce Recommendation 12.
Green	<b>Mental Health:</b> Psychological interventions to children and young people who may not otherwise be able to access support.	Training and resources for a network of trainers in psychological interventions and therapies providing supervision and coaching. Staff to deliver	Maintain network of trainers in Children's Services for delivery of Psychological Interventions and Therapies, supervision, and training and coaching. Maintain levels of training and coaching to staff across children's services,	A network of 11.6 WTE clinical psychologists and clinical associate psychologists deliver TIPS-EIC training and coaching. 9 NHS Boards have established delivery, the remaining 5 are in the process of recruitment. TIPS-EIC trainers have delivered training to 1342 staff (school nurses, pupil support officers, pastoral care staff, third sector staff, social workers, and educational psychologists). 1824 training places have been delivered in total.	NES	Changes within partner agencies such as role changes for trained staff. Digital capacity to complete	The oversight from NES staff helps to raise the profile of this service delivery and ensure it remains a priority. We have developed content and will pilot it at T4T events at the end of Aug	Improved access to support for vulnerable children and young people.	Mental Health Strategy 2017-2027.

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		training/coaching to staff in child agencies. Training and coaching to deliver early interventions via NES funded staff in NHS Boards. Develop an e-learning module that works across the child workstreams.	with 300 training places across 10 HB areas to be delivered (either F2F or online) by end March 2022. Develop a Turas Learn e-learning programme for Lets Introduce Anxiety Management (LIAM), Behavioural activation and a module in coaching skills by March 2022.	Since April 2021, 114 staff in children's services have been trained in LIAM and 70 in BA. NES has also directly trained 24 BA trainers / coaches and 42 LIAM trainers / coaches. We have developed remote training materials and feedback shows this is effective with improved scope to reach remote and rural areas. We have engaged NHS Shetland, NHS Orkney and NHS Dumfries and Galloway since we changed to a remote training / coaching model. Clinica data has been collected for 435 children and young people who received the LIAM intervention. Analysis reveals significant reductions in anxiety, low mood and distress and progress towards the children's own therapy goals. Work has begun on TURAS learning programmes and to commission the Coaching Skills module.		given competing pressures. Times required for procurement and length of time to develop and agree content across the child workstreams.	21. The procurement phase is about to begin.		
<b>Green</b>	<b>Mental Health:</b> Education and training to improve responses to survivors of trauma underpinned by transforming psychological trauma' knowledge and skills framework and the national trauma training programme (NTPP).	Raise awareness of national trauma training and its resources, workforce training at trauma informed, skilled, enhanced and specialist levels and Scottish trauma informed leaders training (STILT). Build and strengthen the TPTIC network and develop the new local authority trauma champion network. Support the development of a trauma informed workforce in justice services.	Deliver training to over 520 delegates, over 1000 downloads of online resources, 5000 completions of eModules and 200 view of video resources. Build the TPTIC network nationally and develop the new local authority trauma champion network. Deliver 200 training places, 40 consultation sessions and support the set-up of 10 supervision/reflective practice systems. Deliver 5 sessions for new local authority trauma champions offering 30 spaces by March 2022.	To date, we have delivered training to 65 participants, had over 4600 downloads of online resources, videos have been viewed over 3000 times and 1941 people have completed the emodule. There are more training events planned for the later part of 2021/22. To date, the NES team continue to contribute to the network of trauma champions including regular inputs to their development days. The TPTIC have deliver 115 training places and 7 consultations.	NES	Sufficient NES capacity to deliver training and sufficient NHS Board capacity released to deliver training. The TPTIC network is key to this deliverable and report demand exceeding capacity.	Focus on both internal staffing and using external expertise where necessary and clear comms with TPTIC network re this being a priority. Continuing to offer ongoing support and national resources to enable TPTIC network to work as efficiently as possible.	A trauma informed workforce.	This is contributing to the commitment to a trauma informed workforce as per Programme for Government (PfG). Scottish Government Mental Health Transition and Recovery Plan.

## 12. Service Area: Digital

Key for status: *Proposal – New Proposal/no funding yet agreed*  
*Red - Unlikely to complete on time/meet target*  
*Amber - At risk - requires action*  
*Green - On Track*  
*Blue - Complete/ Target met*

RAG Status (mandatory)	Deliverables (mandatory) <i>these can be qualitative or quantitative</i>	Lead Delivery Body	Risks (mandatory) <i>list key risks to delivery and the required controls/mitigating actions</i>	Outcomes (optional) <i>include outcomes if possible</i>	Strategies, plans & programmes <i>repeat for each applicable deliverable/add multiple programmes if required</i>
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Sept 21 Status	Key Deliverable Description	Summary of activities etc	Milestones/Target	Progress against deliverables end Sept 21 (NB: for new deliverables, just indicate 'New')	Lead delivery body	Key Risks	Controls/Actions	Outcome(s)	List any major strategies/ programmes that the deliverable relates to
Amber	<b>The National Digital Platform:</b> National care platform (NCP) for health and care data for every citizen in Scotland.	Ensure clarity on the technology to support the 'Care Data Repository', how it is being built and integrations with existing, NHS Board systems. This will also support the documentation to ensure NHSS / the care sector have transparency of the CDR data model and field level dictionary. Work is underway on exemplar conditions cancer, eye care and diabetes.	To agree (through the SG Enabling Technology Board) the 'delivery plan' for the NCP that reflects the priorities of enterprise of health and care and delivers maximum benefit to the system fastest. To get every exemplar service to at least 'pilot' stage while acknowledging team capacity.	AWS (Amazon Web Services) environments have been created during 2020/21, with componentry in place to support further service developments during 2021/22. Version 2 of the Clinical Data Repository (eHRBase) which was deployed in November 2020, will be utilised for key data sets. Evaluation of the openEHR standard will continue with current programmes of work migrating to appropriate data solutions as this matures. Further work on robustness and resilience, as well as tracking costs and utilisation will be taken forward. Re-structuring of teams and against new priorities (platform delivery focus) is complete.	NES	A roadmap for NCP cannot be produced until the Platform Delivery Group has agreed the SG and NHS Scotland priorities. Ensuring team structure and resource availability for delivery, specifically availability of data engineer capacity.	Full engagement with SG H&C Directorate and ETB. Seeking advice to better support our delivery; investigating alternative team structures to aid focus and delivery.	To make available core components of the National Digital Platform to support a range of clinical services and service redesign. A reduction in the time between committing a change to a system and the change being placed into normal production, while ensuring high quality.	Digital Health and Care Strategy.
Amber	<b>The National Digital Platform:</b> Eyecare: a National Electronic Patient Record.	NES has been commissioned to deploy OpenEyes (open source Electronic Patient Record) on the National Care Platform for use by all Boards.	Ophthalmology Electronic Patient Record (oEPR) using OpenEyes oEPR to integrate with the EMPI and local patient management system (Trak) in NHS Grampian.	Product is live in NHS Grampian supporting cataract pathways. This supplies citizen ophthalmology data to the CDR (OpenEyes has its own database but will link to CDR at platform level). Trak integration is now with NHSG eHealth. Initial completion date for their work is end October 2021. Version 4.1 of OpenEyes is in testing to allow RBAC functionality through integration with NHSS Azure Active Directory delivered by NSS through the NHSS Microsoft Cloud Computing Programme. Delivery expected by end December 2021. NES have addressed the NHSG IG requirements (internet facing questions and break glass for multiple records). SWAN facing now in place, break glass testing is underway, live in September 2021.	NES	Without 'break glass' further roll out to other NHS Boards will not be possible.	Additional engineering resource has been brought in to the team ensure the a September completion date. Situation reports to the Programme Governance Group. It has been agreed that NHS GG&C will be next to implement the product but engagement with NHS FV and NHS Fife will also run concurrently.	In a quadruple aims model of outcomes: patient outcomes, patient experience and clinical collaboration will be improved and pressure on secondary care will be reduced. High quality eye care through effective data integration and availability.	Digital Health and Care Strategy.
Amber	<b>The National Digital Platform:</b> Provide ReSPECT - a standardised, effective and person-centred approach to Anticipatory Care Planning (ACP).	Redeveloped in collaboration with NHS Forth Valley clinicians, the AWS based ReSPECT/ACP is live and in stage one rollout in NHS Forth Valley.	Roll out the product across all of NHS FV and agree rollout plan with NHS Borders. Commence work with social care / care home bodies and SG around business process and technical integration of the product as part of a wider Anticipatory Care Planning (ACP) process.	The redeveloped, AWS based ReSPECT/ACP is live and in stage one rollout in NHS Forth Valley. This will supply citizen ACP data to the CDR. Discussions continue with NHS Borders as the second Board to take up the product. Work has commenced in scoping the pathway for the product, in particular the relationship/drivers from social care (in particular Care Homes) to join up care planning and reporting across the sectors.	NES	Outcome of preparatory work around the pathways. Recalibration of NDS to deliver the CDR introduces uncertainty about resources and expectations.	Meetings with SG in September to workshop the "care home data requirements" that will feed into the planning for this product for October 2021, both in terms of product functionality and how it will extend the CDR.	Digital capability to support ReSPECT in Scotland to support timely and focused conversations with people, their families and carers by skilled individuals to plan for their future care and support.	Digital Health and Care Strategy.
Amber	<b>The National Digital Platform:</b> TURAS Vaccination Management Tool (VMT).	Enhancement of the app and supporting National Clinical Data Store (NCDS), the single point of truth for Covid-19 and flu vaccinations. NES will continue to manage the technical	NES to maintain delivery of required VMT and NCDS technology and interfaces (scanning and verification apps) to the SG Covid-19 emergence all population Covid-19 and flu vaccination programme, to agreed timetables.	Focus of operational delivery for this programme has been on Vaccination Certification and associated apps. The fluid policy environment has led to challenging delivery expectations from SG. NES Digital Director is managing those expectations.	NES	Knock-on effects to all other deliverables as resources are moved at short notice onto the vaccination	Daily communication with SG Digital Health and Care Director.	Support for national activity to provide flu and COVID vaccinations through a real-time patient vaccination record. The tool facilitates the digitisation and streamlining of real-	This work was commissioned directly from SG Digital Health and Care Directorate in support of the wider SG Covid-19 response plan.

Sept 21 Status	Key Deliverable Description	Summary of activities etc	Milestones/Target	Progress against deliverables end Sept 21 (NB: for new deliverables, just indicate 'New')	Lead delivery body	Key Risks	Controls/Actions	Outcome(s)	List any major strategies/ programmes that the deliverable relates to
		environment, IG, security and other services required.				programme to meet target dates.		time data sharing with downstream systems.	
<b>Green</b>	<b>The National Digital Platform:</b> Protect Scotland App.	App live in Apple and Google stores since September 2020. Manage the technical environment, IG, security and other services.	Full GB MHRA. Type 2 Medical Device accreditation. NES will support the live running of the app, supporting a user base of over 1.3m users.	Work has been ongoing with external supplier Compliance Path (funded by SG) to attain full MHRA type 2 medical device accreditation. NES are deemed the manufacturer under the regulations and are accountable to MHRA for regulatory compliance.	NES	NES do not complete the documentary evidence of the to attain accreditation.	Agreed programme of assurance with Compliance Path and NSS (clinical safety) team to monitor progress against agreed compliance date (25 <sup>th</sup> September 2021).	Deployment of the COVID proximity app warnings citizens when they have had "close contact" with a confirmed Covid-19 positive individual.	This work was commissioned directly from SG Digital Health and Care Directorate in support of the wider SG Covid-19 response plan.
<b>Amber</b>	<b>Data Analysis Intelligence and Modelling:</b> Workforce planning.	Provide data and analysis to inform SG workforce planning processes e.g. quarterly official statistics, analytical support for nursing and midwifery intake reference group.	Delivery of 4 quarterly publications for NHS Psychology, CAMHS and core workforce. Agreed new commissioning and evidence cycle with SG workforce directorate.	NES Data Group continue to deliver on time and budget the specific commissions from SG directorates. Discussions and negotiation have progressed with regard to agreements on the formal re-structure of commissioning and evidence cycles for workforce planning. Formal commencement of new processes is expected by the close of the calendar year.	NES	Discussions about the new formal processes do not reach completion and uncertainty remains.	Paper to set out the resources required to develop the evidence base for health and social care workforce planning. NES in active discussions with SG workforce directorate.	A national centre for workforce data and intelligence providing a new, effective health and care workforce planning service.	Digital Health and Care Strategy.
<b>Amber</b>	<b>Data Analysis Intelligence and Modelling:</b> Workforce data acquisition, storage, analytics and reporting.	Version 2.0 of the Turas Data Intelligence (TDI) platform is live, and work continues to determine functionalities for version 3.0.	Version 3.0 "go Live" in April 2022.	Specification and prioritisation currently suspended while discussions continue around new, formal policies and procedures for workforce planning.	NES	Negotiations do not compete in time to allow a version 3.0 to go live in April 2022.	Paper being prepared on the resources required to develop the evidence base for health and social care workforce planning. NES in active discussions with SG.	Improved access to workforce planning information for stakeholders enabling data scientists to support workforce planning.	Digital Health and Care Strategy.

### 13. Service Area: Workforce

Key for status: *Proposal – New Proposal/no funding yet agreed*  
*Red - Unlikely to complete on time/meet target*  
*Amber - At risk - requires action*  
*Green - On Track*  
*Blue - Complete/ Target met*

RAG Status (mandatory)	Deliverables (mandatory) <i>these can be qualitative or quantitative</i>	Lead Delivery Body	Risks (mandatory) <i>list key risks to delivery and the required controls/mitigating actions</i>	Outcomes (optional) <i>include outcomes if possible –</i>	Strategies, plans & programmes <i>repeat for each applicable deliverable/add multiple programmes if required</i>
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Sept 21 Status	Key Deliverable Description	Summary of activities etc	Milestones/Target	Progress against deliverables end Sept 21 (NB: for new deliverables, just indicate 'New')	Lead delivery body	Key Risks	Controls/Actions	Outcome(s)	List any major strategies/ programmes that the deliverable relates to
<b>Proposal</b>	<b>Recruitment, Careers Promotion and Youth Employment:</b> A national centre for workforce supply (CfWS) to support new national and	CfWS will facilitate partnerships and develop agreements to support routes into NHS Scotland for international staff. It will seek to develop consistent routes for staff who want to return to the NHS.	CfWS recruitment to commence in September. Short Life Working Group established and meeting in September. One immediate priority is to support the increase in nursing and midwifery capacity working with established recruitment	New – The Scottish Government has confirmed that the Centre will be hosted by NES and recruitment is currently underway to build the team. The immediate need is to gain an understanding of the priorities for international workforce recruitment and, through a Short Life Working Group including representatives of NHSS Boards, Scottish Government and NES, identify how to best to meet them. Boards will retain ownership for their own recruitment with the Centre for Workforce Supply	NES	Resource in NES and capacity across NHS Boards to support international recruitment.	SG funding.	Improved recruitment and retention in NHS Scotland.	NHS Recovery Plan 2021-2026.

Sept 21 Status	Key Deliverable Description	Summary of activities etc	Milestones/Target	Progress against deliverables end Sept 21 (NB: for new deliverables, just indicate 'New')	Lead delivery body	Key Risks	Controls/Actions	Outcome(s)	List any major strategies/ programmes that the deliverable relates to
	international recruitment.		partners such as that of the Yeovil Trust. Onboarding guidance and support to relocating families is an example of the practical activity required. Housing is likely to be a particular challenge and the centre will need to develop collaborative relationships to support NHS Boards.	providing centralised services and resources to support them and international candidates.					
<b>Green</b>	<b>Organisational, Leadership and Management Development:</b> Talent management, leadership development and a community of leaders.	System-wide engagement, training, creation of online communities of practice, resource development and evaluation.	Provide up to 50 career conversations for aspiring directors and 30 career conversation reviews. Support the design of an enhanced talent management and succession planning approach for executive directors. Provide an aspiring director leadership programme. Provide the TURAS Leadership and Management Zone. Provide discovery workshops and events to develop a community of leaders.	Soft launch of Career Conversation Lite and Project Lift 360 on 23rd August 2021. Leadership development on track. Leadership Cubed Cohort 2 and 3 – Completed. Cohort 4 – completed 3rd and 4th Learning events and check in sessions. The scope of the new aspiring director programme has been confirmed as health and social work participants with SG sponsors. The aim is to launch the in early 2022 with a cohort of c20 participants. Leadership and management programmes are currently offered online but kept under review and adapted to fit the emerging environment. These will migrate to blended learning retaining the benefits of remote learning but bringing back the value add of face to face connection. The TURAS Leadership and Management Zone has been reviewed, refreshed and aligned with three levels of knowledge and experience and covering leading in health and social care, managing people and resources and leading quality improvement. Community of leaders on track - 3 events have been planned for the period between September and October 2021 - launched and open for booking on 27th August 2021.	NES	COVID 19 recovery might affect the uptake.	New governing groups in place at the Scottish Government and the formation of the National Leadership Development Programme.	Improved talent management that allows for identification of high potential individuals and their subsequent development. Extend range and reach of leadership development across Health and Social Care and targeted development for specific high priority groups.	National Leadership Development Programme.
<b>Green</b>	<b>Recruitment, Careers Promotion and Youth Employment:</b> Marketing, recruitment and retention to support a national Youth Academy and the Young Person's Guarantee.	Support for Kickstart, Foundation Apprenticeships and Young Person's Guarantee. NES and NHSS Academy working on key strategies aligned to national priorities on youth recruitment involving new career pathways.	Enhanced careers website launched November 2021. Skills Scotland careers event in November 21. DYW-Live will also be utilised from January 2022. Launch of FA care summer 2022. Health and care YPG opportunities plan.	New	NES	Resource availability.	Planning Updates on a weekly basis.	Improved recruitment and retention and career opportunities for young people in health and social care.	Young Person's Guarantee.

Sept 21 Status	Key Deliverable Description	Summary of activities etc	Milestones/Target	Progress against deliverables end Sept 21 (NB: for new deliverables, just indicate 'New')	Lead delivery body	Key Risks	Controls/Actions	Outcome(s)	List any major strategies/ programmes that the deliverable relates to
Green	<b>Digital Skills Development:</b> Improving workforce digital capability.	Developing a remote health pathways and Near Me learning resources. Widening the scale and reach of the Digital Health and Care Leadership programme across the health and social care sector with the aim to double the number of participants (currently c. 30) and extend beyond NMAHP. Delivery of Professional Development Award (PDA) in Technology Enabled Care.	Creation of remote health pathways online learning resource website and a Near Me online learning resource website. Digital leadership provision and a PDA in Technology Enabled Care. Identifying existing groups across health and care to map where they are set up and where there are gaps in coverage. Identify priorities for action. Identification of digital skills resources for asynchronous learning across the sector. Documented Learning Pathway in partnership with relevant bodies e.g. Public Health, DHI, etc. To establish a networked Virtual Learning Academy, including learning portal.	Learning resources websites for both Remote Health Pathways and Near Me created. New - Other Remote Health Pathways in development: IBS, Oral, Nutrition Supplements and Scale up Blood Pressure. New - Continual enhancements in tandem with user requirements and developments of future features and functions within the technology for both Remote Health Pathways and Near Me. Digital Health and Care Leadership programme. Cohort 15 started May 2021 with 31 participants. Cohort 16 widened to 55-60 participants including Psychology, Pharmacy and Social Care, scheduled to start Oct 2021. New - Cohort 17 widened planning phase starting Sep 2021 with scheduled date for next Cohort March 2022. PDA in Technology Enabled Care - Cohort of 20 learners from Health, Housing and Social Care completing the Award in 21/22. New - to oversee the delivery of the priorities a Programme Board has been established with wide representation from across health and care organisations - first meeting 17 <sup>th</sup> Sept 2021. New - Digital champions across health and care sector to be mapped and communication processes developed to optimise effectiveness of resources aimed at increasing workforce digital capability. New - Resources to improve workforce digital skills being mapped across the health and care sector and options being developed on how to collaboratively curate, host and signpost workforce across the sector with the aim of widening access and reducing the need for further duplication. New - Establish and share resources to support staff in KIND (Knowledge, Information and Data) roles across health and care. identify priorities including the potential for a virtual KIND community.	NES	Not delivered on time within budget. Resources meeting user needs. Enough organisations SQA accredited to support learners. Participation and sharing of knowledge. Not actively sharing experience, insight and knowledge. Duplication and gaps in the provision of resources. Resources meeting organisations and user needs.	User engagement, feedback and user testing. Agile and continuous improvement approach to the development of the resources aligned to obtaining regular user feedback. Application guidance and selection criteria. Identifying and working with organisations and colleges to become SQA accredited delivery centres. Documented terms of reference with members reviewed annually. Utilisation of programme board members. User engagement from existing groups. Stakeholder and user engagement. Agreed priorities for the creation of resources with clear timescales Stakeholder and user engagement. Agreed priorities for the creation of resources with clear timescales.	A digitally skilled workforce supported by learning resources, a national network of shared learning and digital leadership throughout the system.	Digital Health and Care Strategy.

## 14. Conclusion

In line with the Scottish Government request for a brief document focused on key areas, this RMP4 does not cover the full range of NES activities and programmes, these are described in the detailed operational and financial plan which underpins RMP3 and RMP4 and further detail can be provided on request. We will continue to report quarterly performance to the NES Board in respect of our detailed operational and financial plan throughout 2021-22.

This NES phase four Re-mobilisation Plan (RMP4) focuses on reporting progress against the key areas of RMP3. While RMP4 is focused on recovery, and the resumption of our educational core business, we remain mindful of the many challenges that the service (and the workplace learning environment) continue to face over the next six months. While recovering our services we will retain the successfully established new ways of working we have implemented, these include a new balance of remote and site-based working and a step-change in the use of Technology Enabled Learning (TEL). In doing this, we will continue to support our staff and learners to the maximum extent possible, working to secure continuing education and progression for learners, and undertaking recruitment to guarantee continuity of workforce supply.

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## Appendix 1

### NES/NHS Golden Jubilee - Joint Service Area: The NHS Scotland Academy (NHSSA)

Key for status: *Proposal – New Proposal/no funding yet agreed*  
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*Green - On Track*  
*Blue - Complete/ Target met*

RAG Status (mandatory)	Deliverables (mandatory) <i>these can be qualitative or quantitative</i>	Lead Delivery Body	Risks (Mandatory) <i>list key risks to delivery and the required controls/mitigating actions</i>	Outcomes (optional) <i>include outcomes if possible</i>	Strategies, plans & programmes <i>repeat for each applicable deliverable/add multiple programmes if required</i>
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Sept 21 Status	Key Deliverable Description	Summary of activities	Milestones/Target	Progress against deliverables end Sept 21 <i>(NB: for new deliverables, just indicate 'New')</i>	Lead delivery body	Key Risks	Controls/Actions	Outcome(s)	List any major strategies/ programmes that the deliverable relates to
<b>Complete</b>	Establish governance of NHS Scotland Academy.	Key governance groups within both parent Boards have been established and meet on a regular basis. Sponsorship arrangements have been established with Scottish Government.	Governance of NHS Scotland Academy is approved by NHS Education for Scotland Board and NHS Golden Jubilee Board. Regular meeting with Scottish Government sponsorship team in place.	Complete – governance agreed and functioning across both parent Boards. Clear sponsorship arrangements have been established with Scottish Government.	NES and NHS Golden Jubilee	n/a	n/a	NHS Scotland Academy is a core feature of both parent Boards strategy.	NHS Recovery Plan 2021-2026. National Workforce Planning Strategy.
<b>Complete</b>	Secure core funding for establishment of NHS Scotland Academy.	Business case presented to Health and Social Care Management Board to seek core funding.	Core funding for NHS Scotland Academy agreed by Scottish Government.	Complete – Core recurring funding for NHS Scotland Academy was approved by the Scottish Government Health and Social Care Management Board in May 2021.	NES and NHS Golden Jubilee	n/a	n/a	NHS Scotland Academy formally established including recurring funding and resources.	NHS Recovery Plan 2021-2026. National Workforce Planning Strategy.
<b>Amber</b>	Establish the NHSSA learning environment to meet needs of mixed model educational delivery for inclusive technology enabled learning (TEL) both in situ and at distance.  Includes an environment supporting simulation based education for mixed discipline staff with varied levels of development need.	Consolidate intelligence, collaborate with national centres and apply best evidence to inform environment considerations, including cost effective approaches to equipping learning space.	Approval for phased development of a Simulation Centre at the Golden Jubilee to be embedded within wider infrastructure developments	Extensive needs analysis (including digital) undertaken consolidating intelligence gleaned through collaboration with national centres.  SBAR with initial recommendations submitted  Consultants engaged (part of wider estates review)  Discussions progressing with options to be considered and decision on future direction by end 2021/2022	NES  NHS Golden Jubilee	Failure to develop the estate will negatively impact on the ability to deliver NHSSA programmes.  Reputation negatively impacted.  Potential for delays in supply chain (equipment procurement/ new purchase delivery).  Staff capacity/ delayed stakeholder engagement due to service	Proactively working to identify short/medium/long term options for learning estate.  Engage and raise awareness at executive level.	A planned phased release (opening) of learning space to support educational programme delivery and related faculty development.  NHS Scotland Academy programmes are delivered as planned.  The learning environment meets recognised simulation standards and requirements.	NHS Recovery Plan 2021-2026. National Workforce Planning Strategy. Digital.

Sept 21 Status	Key Deliverable Description	Summary of activities	Milestones/Target	Progress against deliverables end Sept 21 (NB: for new deliverables, just indicate 'New')	Lead delivery body	Key Risks	Controls/Actions	Outcome(s)	List any major strategies/ programmes that the deliverable relates to
						pressures/which impacts consolidating planning.			
Green	Establish National Endoscopy Training Programme.	Develop JAG accredited training programme for medical endoscopists, non-medical endoscopists and health care support workers. Business case presented to Health and Social Care Management Board to seek funding to deliver programme.	Commissioned Simulator Training has commenced. Train the Trainer programme will be delivered between November 2021 and February 2022. This will increase resilience and capacity to deliver the Endoscopy Programme on a national scale. Establish national stakeholder group for Assistant Practitioner Programme for HCSW working in Endoscopy by end 2021/2022.	On track – Chair of National Endoscopy Programme has been recruited. Two medical colleagues will share the National Clinical Lead role. Programme Board has been established for National Endoscopy Training Programme. National Endoscopy Training Programme Board will meet in September – this will provide the governance structure required to ensure quality assurance and oversight of both delivery and expansion of Endoscopy training in Scotland.	NES and NHS Golden Jubilee	Inability to secure staffing resource to run clinical training programme. Inability to release faculty for training due to service demands and growing waiting lists.	Recruitment is on track for all key positions. The Programme Lead is expected to be appointed by end of October subject to notice period. In addition administrative and technical post interviews are in progress.	Deliver accelerated workforce training to increase the number of endoscopists in Scotland, providing much needed clinical capacity to address endoscopy and cancer waiting times.	NHS Recovery Plan 2021-2026. National Workforce Planning Strategy.
Green	Deliver National Clinical Skills Programme for Pharmacists.	Develop partnership with Dundee Institute for Healthcare Simulation to support delivery of programme.	Ensure course materials and resources for National Clinical Skills Programme for Pharmacists are available. Recruit faculty to deliver programme within NHS Scotland Academy at NHS Golden Jubilee site. Deliver initial course in September, followed by further 12 days between October and December. Subsequent programme delivery, including course dates beyond the end of 2021, are to be confirmed.	On track - first NHS Scotland Academy cohort will participate in National Clinical Skills Programme for Pharmacists in September 2021.	NES and NHS Golden Jubilee	Pressure on GPs, Pharmacists unable to fulfil potential to independently prescribe and diagnose / treat minor ailments. Unavailability of faculty. Unavailability of training rooms. Pharmacists do not engage in programme (self-referral).	Provision of Clinical Skills Training Programme addresses this risk. Developed pool of faculty from NHS GJ and NHS GGC. Accommodation booked within NHS GJ (Conference Hotel). Promotion undertaken by Dundee Institute of Healthcare Simulation. Promotion within professional networks and fora.	450 – 500 community pharmacists will receive clinical skills education to allow them to participate in the diagnosis and treatment of minor ailments. Provides additional capacity, relieving pressure on GPs.	NHS Recovery Plan 2021-2026. National Workforce Planning Strategy. Links to Independent prescribing qualification (critical linkage).
Green	Establish National Treatment Centre Workforce Programme.	Business case presented to Health and Social Care Management Board to seek funding to deliver perioperative element of the programme. Develop access routes in to National Treatment Centre roles for young people, refugees and military service leavers	Programme content and assessment strategy agreed by first week October. Readiness for educational governance review 1 <sup>st</sup> week in October. Confirm planning for and initiate establishment of core stakeholder group for accelerated anaesthetic assistant programme, initiating / Q3. Develop programme plan, curricular content and timeline for meeting educational governance review needs / Q4.	On track - first NHS Scotland Academy cohort will participate in accelerated perioperative training programme in autumn 2021. A cohort of 10 learners agreed/ selected by NTC Workforce group will commence in late October 2021 prepared to study with access to content on Turas learn in readiness to start. Not yet commenced anaesthetic assistant work stream. Anticipate commencement in week 4 of October/ Q3	NES and NHS Golden Jubilee	Staff capacity leading to Non completion of programme document and assessment strategy in readiness for governance panel. Staff capacity to develop and inform accompanying build of digital / Turas page.	Focused programme activity and added educational support to document modified programme. Collaborate with specialty staff (including CSMEN & NES Digital) to consolidate QA approaches. High level engagement with NTC workforce group regarding place allocation, funding flow and ongoing agile review of workforce model and recruitment pipeline.	Development and delivery of an accelerated workforce development programme to meet the workforce requirements of the National Treatment Centres programme.	NHS Recovery Plan 2021-2026. National Workforce Planning Strategy. National Treatment Centres Programme.

Sept 21 Status	Key Deliverable Description	Summary of activities	Milestones/Target	Progress against deliverables end Sept 21 <i>(NB: for new deliverables, just indicate 'New')</i>	Lead delivery body	Key Risks	Controls/Actions	Outcome(s)	List any major strategies/ programmes that the deliverable relates to
						Any delay in accelerated recruitment to key posts.			