

# **NHS Education for Scotland**

## **Workforce Plan 2012/13**

### ***Quality Education for a Healthier Scotland***

## **Executive Summary**

In January 2011 we launched our 2011-2014 Strategic Framework. In 2011/12 we completed a number of major reviews of staff strategies to ensure alignment with this Framework including agreement of our People and Organisational Development Strategy and a review of individual performance arrangements and leadership and management development activity.

This Workforce Plan covers 2012/13 and builds on key strategic reviews undertaken in 2011/12. We have taken account of the priorities under the People and Organisational Development Strategy and the outcome of our strategic reviews in developing this Workforce Plan.

NES's key challenge is in developing an integrated organisation and addressing the organisational change and workforce challenges this presents. This is within a challenging operating context of needing to be more efficient with resources while developing new and improved ways of working i.e. improving our effectiveness, enhancing quality while reducing costs.

NES's key workforce challenge is in supporting change and in the development of effective collaborative and team based working. We are fortunate to have a talented and stable workforce – our second key workforce challenge is to understand the skills and talent we have and to deploy these resources effectively in a financially constrained environment.

In this plan we have set out progress in delivering our 2011/12 Workforce Plan and the key priorities for 2012/13 and future years. We continue to embed workforce planning in our operational and financial planning processes. This Workforce Plan is year one of a three year plan and sets out key actions we are taking in 2021/13.

Workforce planning is an on-going activity and this workforce plan will be reviewed annually. We will fully review the Workforce Plan at 31 March 2014 in order to ensure alignment with revisions to the NES Strategic Framework.

## **Table of Contents**

Executive Summary

Introduction	Page 4
National Strategic Objectives	Page 5
NES Staffing Establishment	Page 7
Planning Context within NES	Page 8
Approach to Workforce Planning	Page 10
Plan Purpose & Strategic Workforce Planning Objectives	Page 11
Key Workforce Challenges	Page 12
Recruitment, Retention & Talent Management	Page 13
Workforce Adaptability, Sustainability and Affordability	Page 14
Risk Management	Page 14
Workforce Supply	Page 14
Appendices 1- Workforce Supply and 2 Equal Opportunities Monitoring	Page 15

## Introduction

National Health Education Scotland (NES) is a special health board responsible for supporting NHS frontline services delivered to the people of Scotland by developing and delivering education, training and workforce development for those who work in NHSScotland. Our business covers the undergraduate, postgraduate and continuing professional development continuum supported by effective research.

In January 2011 we launched our 2011-2014 Strategic Framework. (<http://nes.scot.nhs.uk/publications-and-resources/corporate-publications/nhs-education-for-scotland-strategic-framework-2011-2014.aspx>). This workforce plan is aligned with our vision- '*Quality Education for a Healthier Scotland*' and our mission '*to provide educational solutions that support excellence in healthcare for the people of Scotland*'. Our Strategic Framework takes full account of Scottish Government Health Policies and represents our commitment to the NHSScotland Quality Strategy.

A significant proportion of our core business focuses on training the frontline clinical workforce, with the majority of our funding used to pay for doctors and dentists in postgraduate training. We also prepare professionals for practice in clinical psychology, pharmacy, optometry and health care science and provide education for the largest staff group of NHS staff within the nursing, midwifery and allied health professions and for administrative staff clerical and support staff.

The work of NES is aligned around six broad strategic themes:

- ❖ Education to create an excellent workforce
- ❖ Improving quality
- ❖ Reshaping the NHS workforce
- ❖ Responding to new patient pathways;
- ❖ Developing innovative educational infrastructure; and
- ❖ Delivering our aims through a connected organisation

In support of these themes NES is continuing to develop the organisation to reflect the ways of working outlined in the Strategic Framework including the on-going development of flexible, team based approaches to respond to the needs of our partners. The focus in 2011/12 has been on the implementation of a rolling programme of performance improvement reviews and in the course of 2012/13 and 2013/14 we will complete this and focus on benefits realisation over the lifetime of our Strategic Plan.

Our strategic themes, strategic objectives and the national outcomes we support are as follows:-

# NATIONAL STRATEGIC OBJECTIVES WE SUPPORT

*Wealthier and Fairer*

*Smarter*

*Healthier*

## NATIONAL OUTCOMES WE SUPPORT

<p><b>Full economic potential</b></p> <p>Education for careers in healthcare at all levels</p> <p>THEME LINK</p> <p>1 3</p>	<p><b>Strong, fair and inclusive</b></p> <p>Equality and diversity education</p> <p>THEME LINK</p> <p>2 5</p>	<p><b>High quality public services</b></p> <p>Practice education and support for new patient pathways</p> <p>THEME LINK</p> <p>1 4</p>	<p><b>Better educated</b></p> <p>Flexible role development for workforce modernisation</p> <p>THEME LINK</p> <p>1 3 4</p>	<p><b>Longer, healthier lives</b></p> <p>Education to improve safety and experience of services</p> <p>THEME LINK</p> <p>1 2</p>	<p><b>Giving children the best start</b></p> <p>Maternity services education and 'getting it right for every child'</p> <p>THEME LINK</p> <p>1 3</p>	<p><b>Tackling inequalities</b></p> <p>Education for staff who work with people at risk</p> <p>THEME LINK</p> <p>1 4 5</p>	<p><b>Improving life chances</b></p> <p>Developing staff who work with children and young people</p> <p>THEME LINK</p> <p>3 4 5</p>
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**VISION** 'Quality education for a healthier Scotland'

**MISSION** 'to provide educational solutions that support excellence in healthcare for the people of Scotland'

**STRATEGIC THEMES**

1. Education to create an excellent workforce	2. Improving Quality	3. Reshaping the NHS workforce	4. Responding to new patient pathways	5. Developing innovative educational infrastructure	6. Delivering our aims through a connected organisation
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**STRATEGIC OBJECTIVES**

**BUSINESS OUTCOMES**

SO1 Delivering evidence based excellence in education for improved care.	Consistent education which meets regulatory standards and supports revalidation.
SO2 Ensuring best use of the Additional Costs of Teaching (ACT) funding.	Effective performance management of undergraduate medical and dental education..
SO3 Building co-ordinated joint working and engagement with our partners.	Consistent recruitment, selection, assessment and supervision for clinical training.
SO4 Providing education in quality improvement for enhanced safety.	Quality improvement education supported by quality leads and practitioners.
SO5 Developing our support for workforce redesign.	Integrated education for role development and support for workforce planning.
SO6 Providing education for care which is closer to people in their communities.	Education for practitioners and teams who deliver care in the community.
SO7 Supporting education that maximises shared knowledge and understanding.	A 'common core' of education for a range of staff which supports independent learning.
SO8 Developing flexible, connected and responsive educational infrastructure.	Integrated e-learning resources supported by a consistent approach to learner support.
SO9 Establishing systems which connect individual performance to our objectives.	Personal objectives which align with strategy supported by personal development.
SO10 Improving the sharing of knowledge across our organisation.	New systems and structures which embed integrated working and knowledge sharing.



Educational Governance

Corporate Governance

Staff Governance



The NES Strategic Framework identifies a number of strategic drivers for change and the likely consequences of our working practices articulated in our People & Organisational Development Strategy are as follows:-

<b>Key driver for change</b>	<b>As a result we need</b>
Financial constraints	Greater efficiency through improved planning, process design, productivity and performance management
Focus on collaborative working in the public sector	More joined-up, team based approaches to work and effective partnership arrangements
Policies driving towards a fairer, healthier, better educated Scotland NHS Scotland Quality strategy	Maximum public value to be obtained from available resources Collaboration and communication to develop integrated and innovative working practices that are efficient and effectively meet stakeholder needs
Increasing diversity in our workforce	Flexible but consistent and fair working practices in the way we deliver our services
Changes in the way patients receive their healthcare	A skilled workforce that is able to maximise use of technology, supported by robust systems and flexible processes that are responsive to change.

NES recognises that these challenges and requirements demonstrate a need for change within the organisation if we are to deliver on our strategic objectives. They also represent an opportunity for everyone across the organisation to reappraise what we do, how we do it and the way in which the services we provide can be developed to deliver maximum benefit to our internal and external stakeholders.

The amount of organisational change across NES is significant and we are working to ensure we support effective management of this internal change working in partnership at all times. Our Workforce Plan reflects and supports a rolling programme of organisational change across NES informed by Activity Based Costing and supported by Lean and other quality improvement methodologies.

Our People and Organisational Development Strategy 2011-14 'Delivering Through People' describes *Enabling the right people, with the right skills in the right place at the right time*. Developing and maximising the potential talent of our workforce is a key driver of success for NES and in support our People and Organisational Development Strategy we have developed a 3 year Organisational Development Plan (2011-14 ) and a Corporate Learning & Development Plan which inform this Workforce Plan.

## **NES Staffing Establishment**

The NES workforce profile is complex and we have agreed a new approach to defining our staffing establishment with the aim of expanding the reporting mechanisms to enable management information to be available for all posts funded by the Board. In 2011/12 we completed a systems review and agreed amendments and in 2012/13 will capture data based on agreed organisational structures and implement reporting. This increased transparency will enable us to identify posts directly contributing to educational support/service delivery/patient care in Health Boards or contributing to the development of education in the Higher and Further Education sectors.

Particularly within our Medical and Dental Directorates core services are delivered through senior clinical staff in the service providing sessions to support our post graduate medical and dental responsibilities. NES works in partnership with Territorial Boards in particular to ensure this highly skilled and key staff group are supported and developed in their role. Within our NMAP Directorate there is a focus on fixed term contracts linked to term limited funding streams which are unlikely to continue at current levels bringing challenges in terms of resourcing activity which NHSS now regard as core services.

In order to provide specialist expertise, NES has resourced projects through secondments from Territorial Boards. As boards review their workforce plans, secondments are no longer being extended as a matter of course. As this flexibility within Territorial Boards decreases, our ability to extend the use of this resource is curtailed. This requires careful workforce planning in order to ensure the necessary expertise is available to NES on a flexible and financially sustainable basis.

On 3 August 2011 NES becomes the employer of GPStRs while undertaking the GP Practice component of their training (previously employed by GP Practices). This has added around 400 clinical staff to the NES staffing establishment (47% of NES staff are on clinical contracts of employment) and in the course of 2011/12 we have been developing our workforce management policies and clinical governance arrangements to support this staff group. This will continue in 2012/13.

NES is also aware of the imperative to work collaboratively across NHSS and the wider public sector in the delivery of services including support services. NES will continue to build on our expertise in the delivery of national services e.g. in SMT and Vocational Trainee recruitment and work to add value and enhance efficiencies as a full partner is this strategic national priority. We are fully participating and supporting the NHSScotland HR Shared Services Programme and NES is scheduled to implement e:ESS in October 2013.

The NES workforce is predominately female (71%) and we continue as part of our equality and diversity action plans to review issues such as gender occupational segregation and develop initiatives and policies as required. In the course of 2011/12 we undertook a full analysis based on equality and diversity strands on access to learning and development opportunities across all staff groups. Based on this review we have introduced a new Learning & Development Policy and made changes in procedures to enhance transparency and fairness particularly in the area of support for continuing professional development and education.

## Planning Context within NES

NES workforce plan is driven by our 2011-2014 Strategic Framework, Operational Plan and Local Delivery Plan including Heat Targets. This context includes:-

- ❖ NES delivered £8 million of savings in 2011/12
- ❖ In 2012/13 we are required to deliver a further £1.9 million of savings
- ❖ All flexibility to support projects is removed- this has implications for our ability to fund secondments and fixed term contract appointments.
- ❖ A requirement to generate additional savings to replace non recurrent funding

SGHD has agreed a one year Local Delivery Plan and received a one year budget allocation for 2012/13 with a stated expectation that we will deliver a further 5 million pounds of cash savings in 2013/14 and a further 5 million in 2014/15. This puts further pressure on the level of our core staffing establishment which we have stated will reduce over time. Realising efficiency and cash savings from our performance improvement programme workstreams and implementing new ways of working is therefore essential if we are going to meet budget reduction targets.

We continue to make use of agency and fixed term contracts in order to create redeployment opportunities for staff affected by organisational change and to resource workstreams supported by fixed term funding. All vacancies, contract extensions and any proposed changes to the staffing establishment are subject to a robust business case, reviewed in partnership and agreed by the Executive Team. This process is now supported by an on line vacancy management system implemented in 2011/12 which provides enhanced reporting on vacancies across NES.

This plan has also been developed within the context of a no compulsory redundancy policy and the requirement to deliver a 25% reduction in executive posts by 2014/15. NES has extended the scope of its baseline group for this purpose beyond the Executive Cohort to include Agenda for Change Band 9 posts. NES will not limit its savings to staff on Executive and Agenda for Change contracts and is identifying and has delivered savings in 2010/11 and 2011/12 in sessional commitments across staff on consultant and other medical and dental contracts.

NES is relocating its three main Edinburgh office locations to one city centre site in 2012/13. To support new and more collaborative and team based approaches to working and deliver significant efficiency savings we are implementing a new Workplace Strategy which will introduce flexible working spaces and an open plan environment. We are reviewing in partnership a wide range of flexible working policies and developing an organisational change programme to support staff in adapting to what is a significant cultural change. We are also managing a number of organisational change programmes as we realign staffing requirements with one office location.

NES achieved a figure of 75.5% of staff having completed Joint Development Reviews recorded on eKSF as at 31 March 2012 and we are committed to sustaining an enhanced level of performance in 2012/13 on JDRs and Personal Development Planning. As part of our review of the effectiveness of our performance management arrangements in NES we have reaffirmed our commitment to maximising the potential of our on line systems of which eKSF is core for the majority of NES staff.

All organisational change in NES is managed through the Change Management Board (management and staff side), Partnership Forum and the application in partnership of agreed policy. The Property Strategy and work on performance improvement workstreams is informing organisational change projects across NES and the Change Management Board –chaired by the Chief Executive- is playing a key role in ensuring a



consistent approach and in taking forward policy guidance in support of a much more significant programme of organisational change across NES.

In 2011/12 NES developed and implemented in partnership a Voluntary Severance and Early Retirement Scheme. 19 staff left service under the terms of this Scheme as at 31 March 2012. NES will give consideration to offering a further round of Voluntary Severance and Early Retirement in 2012/13 in support of organisational change subject to funding and Board approval.

## Approach to Workforce Planning in NES

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

To support workforce planning, NES has a Workforce Planning Group trained in the 'Six Steps Planning Methodology'. The core of this group comprises Directorate Business Managers who play a pivotal role in coordinating annual operational and financial planning. Their role is to provide workforce planning expertise in their Directorates supported by the HR & OD, Finance and Corporate Planning functions. The aims and objective of the plan as defined by the Workforce Planning Group to support the NES Strategic Framework are:-

- ❖ Continue to embed Workforce Planning as an integral part of day to day business
- ❖ Workforce plans are developed in partnership across the organisation
- ❖ Increased awareness of the financial position, age profile and workforce risks
- ❖ Developing a more efficient workforce
- ❖ Standardised and regular consideration of workforce planning by the Executive Team, Staff Governance Committee and Partnership Forum
- ❖ Integration and ownership of workforce planning across Directorates.

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

NES also develops and agrees in Partnership an annual Self Assessment Audit Tool Action Plan including our response to the NHSS Staff Survey. This now includes our staff Equality & Diversity Action Plan aligned with the NES Single Equality Scheme. Performance against Staff Governance Standards through these reports is monitored quarterly by the Staff Governance Committee and the Partnership Forum. NES will be looking to embed developments to the Staff Governance Standard in 2012/13.

Staff Governance and the experience that prospective and current staff have of NES continues to be very important to us. Our performance against the Staff Governance standard as measured by the 2010 NHSS Staff Survey was excellent and we are engaging in national developments such as the Staff Experience Project through our Wellness Strategy and we are fully committed to working in partnership with staff side as we implement organisational change across NES.

NES recognises the context within which we are engaging with Boards, regulators and professional bodies in delivering our services. We recognise that pressure on territorial boards in particular in relation to workforce redesign and capacity to invest time and financial resources in education and training requires NES to be flexible and wherever possible to add value through 'delivering once for Scotland' as agreed with our key stakeholders. We are therefore focussing much more on how we can maximise the expertise across NES to deliver collaboratively across professional groups. NES has implemented changes to its senior management structures to enable greater focus on collaboration on educational developments.

## Plan Purpose and Strategic Workforce Planning Objectives

The Workforce Plan is approved by the Executive Team, Partnership Forum and Staff Governance Committee and is used along with other plans to monitor and review progress against workforce objectives. Our strategic people objectives aligned to the Strategic Framework and corporate plan are set out in our People & Organisational Development Strategy. In summary they are as follows:

- ❖ Strategic Objective 3-Building coordinated joint working and engagement with our partners:- *To ensure that NES is aligned with the wider health service and able to play an active and visible role in supporting the delivery of safe and effective patient care through the recruitment, selection and in some cases employment of trainees.*
- ❖ Strategic Objective 5- Developing our support for Workforce re-design:- *To facilitate the internal role development and succession planning necessary to provide a flexible and multi-skilled workforce, support for external role development, and develop an integrated, multi-professional approach to workforce planning in NHS Scotland.*
- ❖ Strategic Objective 8- Developing flexible, connected and responsive educational infrastructure *To support the development of the talents of our people so that they benefit through maximising their contribution to organisational effectiveness, and to ensure that we meet and exceed all statutory and mandatory training requirements.*
- ❖ Strategic Objective 9- Establishing systems which connect individual performance to our objectives *To enable a performance culture where a person-centred approach to performance review and development planning also serves organisational interests, supporting continuous improvement in ways of working and quality of outputs.*
- ❖ Strategic Objective 10 – Improving the sharing of knowledge across our organisation *To support the design, development and adoption of new systems and structures which embed integrated working and knowledge sharing across the organisation in order to avoid duplication and waste whilst improving consistency and quality.*

In 2012/13 NES is focusing on Strategic Objective 9 beginning the implementation of a two year plan to implement our agreed Performance Management Strategy which aims to enhance the quality, alignment and effectiveness of our objective setting and personal development planning processes. This builds on the detailed review undertaken in 2011/12 and we will engage managers and staff across NES in this development.

In 2011/12 NES also conducted an impact assessment on the outputs from our staff leadership and management development programmes. Building on the review we will be focusing in 2012/13 on the implementation of a programme to support first line managers in particular in demonstrating competence in agreed core competency areas. We have set corporate targets for completion of this 'Managers Passport' by March 2013.

As part of the roll out of our 2012/13 operational plan the Chief Executive has led a reaffirmation of our commitment to lead and manage the organisation in line with NES values. We recognise that at a time of significant organisational change personal governance and the support for the management of change is essential to ensure all the workforce are treated in the manner set out in the Staff Governance Standard and in line with our espoused ways of working.

## Key Workforce Challenges

NES's key challenge is in enhancing efficiency through standardisation of core processes and the elimination of duplication of activity across NES. The focus over the lifetime of this plan is therefore support of being more efficient and flexible working and managing the organisational change and workforce development challenges that this presents. In workforce terms this means we will increasingly focus on managing programmes of organisational change to realign roles particularly enhancing the use of generic job descriptions and in matching and developing staff to take on changing roles. We are providing support for enhancing skills in change management, and in supporting collaborative and team working. Within the context of a low staff turnover rate our strategic workforce planning objectives are to:-

- ❖ maximise the potential of our current workforce
- ❖ continue to enhance management reporting on the NES staffing establishment supporting integrated workforce planning decisions
- ❖ implement our Performance Management Strategy to more effectively align objective setting and personal development planning with corporate and operational plan requirements
- ❖ support the development of enhanced collaborative working particularly through our new Educational Forum and other existing collaborative workstreams
- ❖ enhance productivity and efficiency building on ABC reports outcomes and through investment in enhanced technology particularly around core systems
- ❖ more flexible use of resources through better redeployment of staff
- ❖ Continue to develop and embed the governance and policy arrangements to embed our GPStR staff group

A number of initiatives to support these objectives are underway with the key actions set out below:-

- ❖ Enhanced Efficiency & Productivity:-continue to roll out our Activity Based Costing Programme with our new Performance Improvement Office focusing on benefits realisation and implementation of action plans
- ❖ Implementing our Performance Management Strategy
- ❖ Development of Collaborative Working:-implementation of an organisational development programme to support integrated working and new ways of working
- ❖ Maximising the Potential of Our Staff: embed the use of core development systems particularly eKSF
- ❖ Skills Development: - implement our Corporate Learning & Development Plan and continue to refresh that plan in line with changing corporate requirements

NES continues analyses the content of all Personal Development Plans on eKSF and this analysis together with an analysis of operational plans is used to inform the provision of corporate learning and training opportunities.. NES is working to embed eKSF within the organisation and have agreed the following actions:-

- ❖ Meet a local target of 80% of all A4C staff to have reviews recorded on e-KSF on a rolling basis.
- ❖ Refresh and continue to provide training to key personnel across the organisation to make best use of the e-KSF system capabilities
- ❖ Engage all staff and implement programmes to support the development of managers and staff in more effective objective setting and development planning

- ❖ .Raise the awareness and accessibility of non-formal learning & development activity as effective mechanisms for staff development. This will be done through developing guidelines on mentoring and shadowing in the workplace alongside the provision of a skills database to allow staff to identify colleagues who may be able to provide support and/or training.

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

- ❖ Ensuring mechanisms are in place to capture any future organisational change
- ❖ Supporting redesign issues with Directorates to enable organisational change.
- ❖ Improved analysis of drivers for change in order to assess the implications on staff numbers and future projections
- ❖ Closer links with Boards in order to consider the educational requirements as the financial constraints impact on staff numbers across the NHSS.
- ❖ Continue to provide high quality workforce data
- ❖ Ensure the Workforce Plan develops in sophistication and continues to be published annually.
- ❖ Support the development of extended roles, identify gaps and address these with appropriate learning as required.
- ❖ Implementing our 'Managers Passport' as part of our leadership and management framework
- ❖ Ensure close alignment of the Workforce Plan to all other internal planning documents and in particular the strategic framework and Corporate Plan and People & Organisational Development Strategy

### **Recruitment, Retention & Talent Management**

NES has a highly skilled and professionally qualified workforce and has been successful in attracting talented staff to the organisation. In addition to monitoring turnover we also measure a stability index which measures the retention rate of employees with over one years' service. Our turnover rate over the course of 2011/12 was less than 2% apart from the last quarter of 2011/12 when the rate increased to 4.42% due to staff leaving under the terms of our voluntary severance scheme. Our stability index was consistently over 90% throughout the course of 2010/11. Recruitment and retention are not therefore significant issues for us. The workforce challenge for NES is therefore to understand more systematically our staff skills base and to plan future development and succession planning.

The implementation of the People and Development Strategy and the development of a NES wide learning and development plan will enable us to assess the current skills, knowledge, ability and talent across the organisation to ensure that human capital is developed to optimum levels as well as enable to effect a more flexible deployment of our resources. We need to maximise the potential of our people in order to develop a flexible and financially sustainable workforce for the future.

### **Affordability/Availability and Adaptability**

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

### **Risk Management**

Through our regular monitoring of all workforce, financial and operational plans NES is able to assess and manage workforce risks. NES recognises that more a more formal approach to succession planning is required for roles beyond the senior management team.

### **Workforce Supply**

This Workforce Plan has been developed based on the guidance set out in CEL 32 (2011) and workforce projections developed as an integral part of this plan are submitted to SGHD in accordance with their requirements. See Appendices 1 and 2 for information on Workforce Supply and Appendix 2 for our equal opportunities monitoring report.

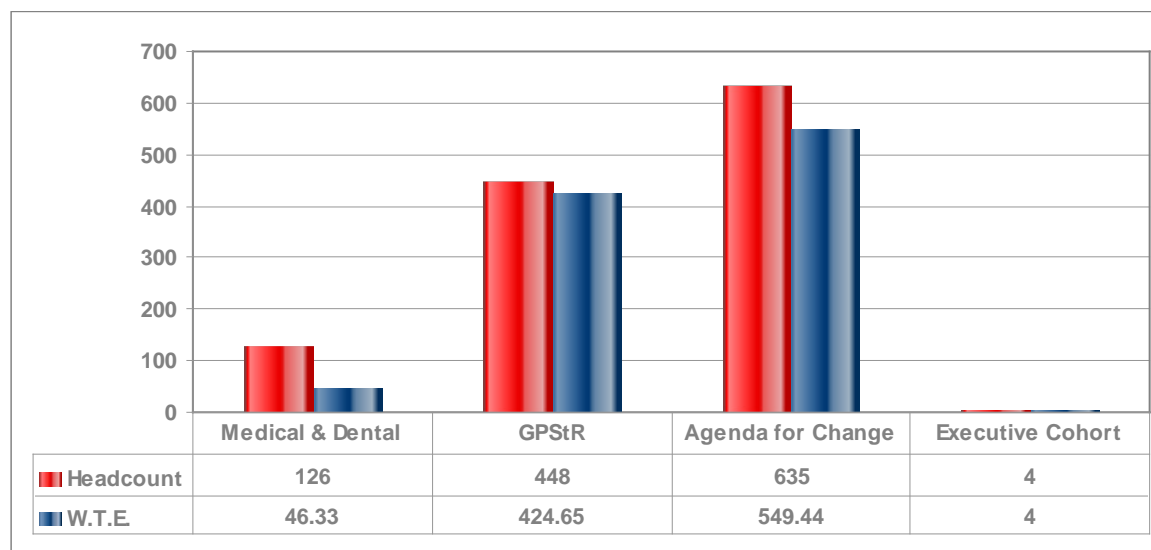
June 2012

## CURRENT WORKFORCE PROFILE

### 1. WORKFORCE SUPPLY: CURRENT WORKFORCE

NHS Education for Scotland (NES) directly employed 1213 (Headcount) staff at 31st March 2012 . This is known as the headcount (HC). As some of these staff work part time, the whole time equivalent (WTE) figure is 1024.42<sup>1</sup>. With effect from 03 August 2011, NES became the employer of GP Specialty Training Registrar's (GPStR's) while in the GP component of their training. This has increased NES' headcount by 448. Headcount was reported at 786 as at 30.09.2010 in the 2011/12 Workforce Plan.

**FIGURE 1: Staff categorisation by pay scale 31.03.2012**



**TABLE 1: Breakdown of Pay Scale Categories**

<b>Executive Managers Cohort</b>
<b>Medical &amp; Dental</b>
Associate Advisers
Consultant
CRUMP
GP and GDP Educators
<b>Admin &amp; Clerical</b>
Agenda for Change

<sup>1</sup> These figures exclude non-executive board members and various classes of staff not employed by NES whom we are invoiced for. These include secondments, university employees, bank lecturer's, sessional staff and agency workers.

## 2. NES RECURRING ESTABLISHED POSTS

A breakdown of recurring posts by Band is shown below for all Agenda for Change staff, Medical and Dental Grades and Executive Cohort bands. This model shows the proportion of staff on each grade to provide a baseline for managers to use when planning for service redesign. This model does not include GP Specialty Training Registrar's (GPStR's).

**Table 1: WTE Summary by Grade as at 31.03.12**

	1	2	3	4	5	6	7	8				9			NES Total**	
	Other*	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8A	Band 8B	Band 8C	Band 8D	Band 9	Exec Cohort	GP/GD P Ed's & Crump		Consultants
<b>Total</b>	5.6	16.4	98.5	89.3	100.8	61.6	83.8	35	42.8	30.8	5	3	4	39.9	11	<b>627.4</b>
								113.6				57.9				

\*Includes some staff on university contracts and Service Level Agreements

\*\*This figure includes recurring established posts including vacancies.

**FIGURE 2: Recurring Established Posts as at 31.03.12**



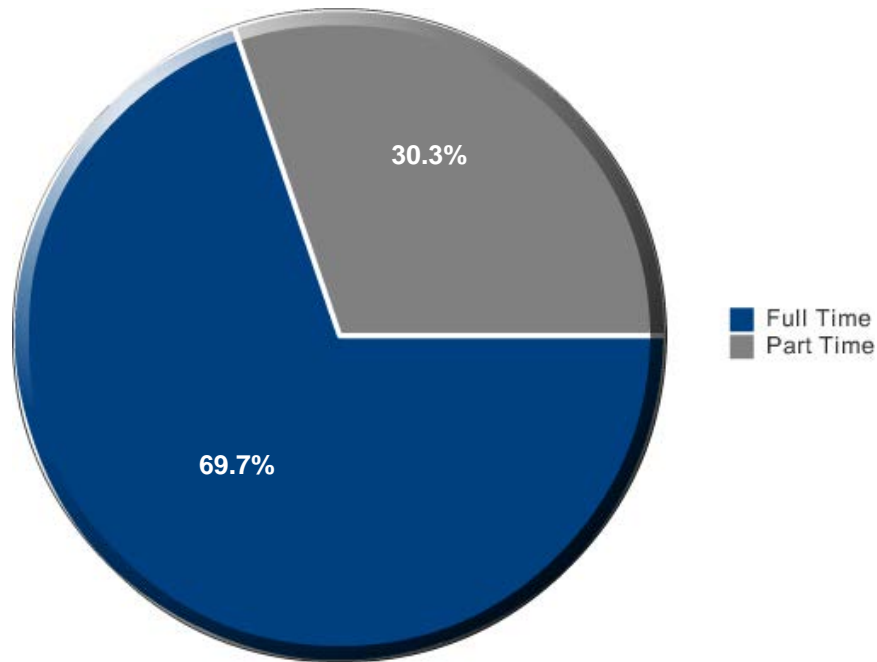


### 3. STAFF WORKING PATTERN & CONTRACT TYPE

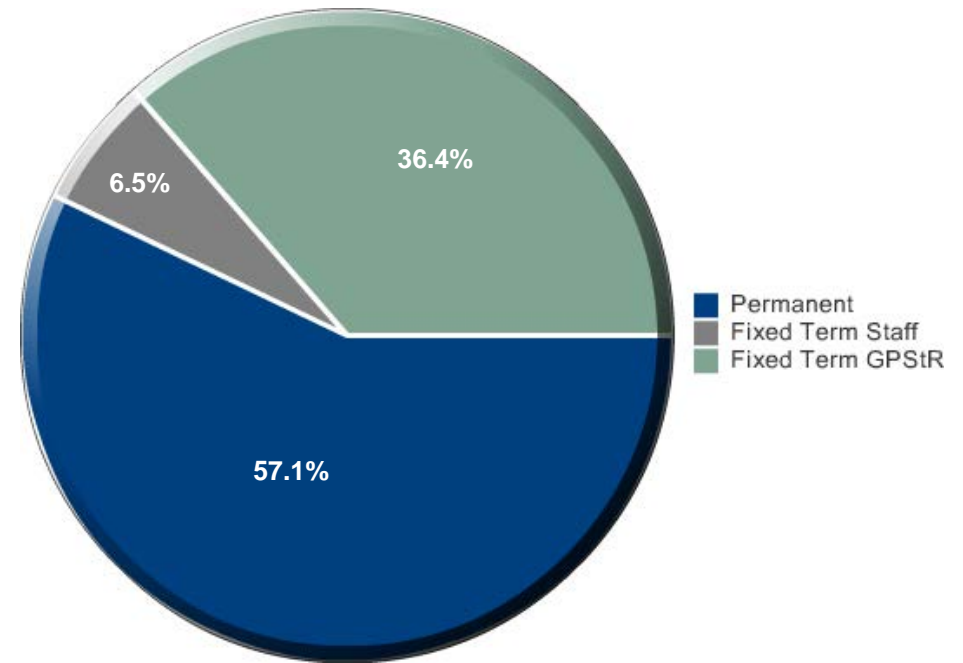
A total of 30.3% of staff in NES<sup>2</sup> work part-time (see figure 3 below) compared with 42.7% in NHSS<sup>3</sup> and 31.9% within similar small public sector organisations<sup>4</sup>. Compared to last year our workforce data shows a reduction in the percentage of staff working part time due to the addition of the GPStR staff group. Around 9.6 % of NES staff either work compressed hours or have a flexible working pattern. Fair access to flexible working is embedded in NES Human Resources (HR) policies and job sharing is also supported by an official HR policy based on PIN (Partnership Information Network) guidelines.

Fixed term contracts are used, where appropriate, to support circumstances such as time-limited project work, or where staff may have visa restrictions. A total of 6.5% staff are on fixed term contracts down from 10.7% in the previous year. The rest are on permanent contracts (see figure 4 below). All GPStR's are on fixed term contracts as NES only employ these trainees whilst they are in the GP component of their training programme.

**FIGURE 3: Extent of flexible working as 31.03.2012**



**FIGURE 4: Contract Type as at 31.03.2012**



<sup>2</sup> Including GP Specialty Registrars

<sup>3</sup> National comparator figures from previous year (ISD), figures as at 31.12.2011

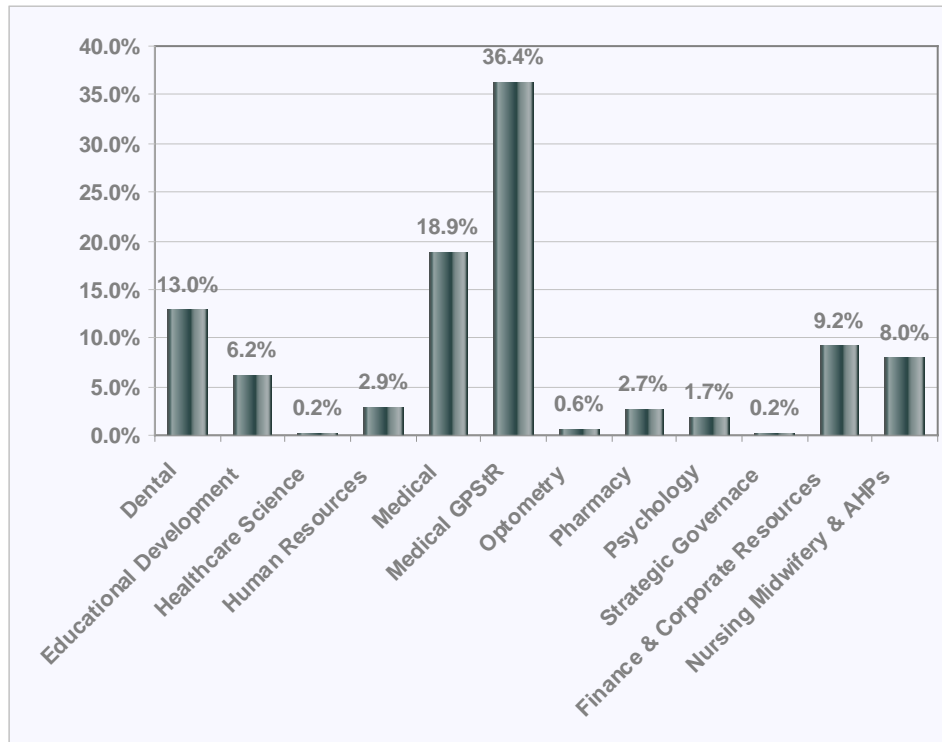
<sup>4</sup> HR Benchmarker 2010 – Workforce Performance Indicators Report, DLA Piper

## 4. STAFF LOCATION AND FUNCTION

NES Central Offices are located in Edinburgh and Glasgow, with regional offices located throughout Scotland. The main regional centres are in Dundee, Inverness, Aberdeen and Edinburgh. The majority of staff are employed in the regional Deaneries which cover the whole of Scotland and report into the central office via the Directors of Medicine and Dentistry (see Figure 4). The central offices based in Edinburgh and Glasgow host a range of core support services, together with the Nursing, Midwifery and Allied Health Professions (NMAHP), Educational Development, Psychology and Pharmacy Directorates. GP Specialty Training Registrar's (GPStR's) are based all over the country with majority based in the west of Scotland. In the course of 2012/13 NES is relocating three Edinburgh offices into one new Edinburgh based location.

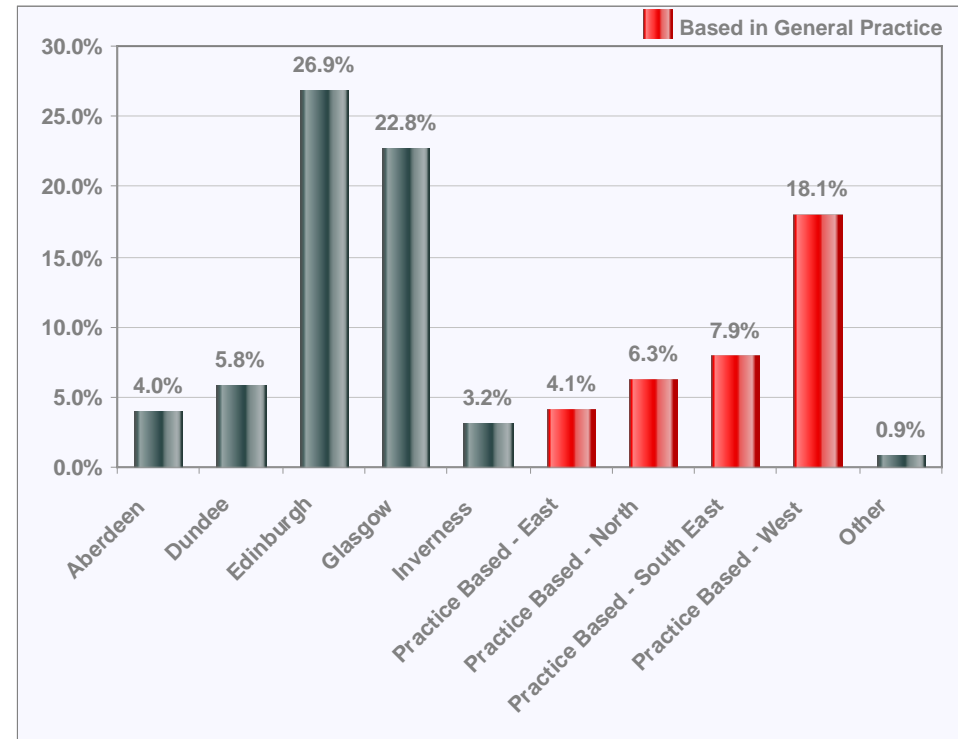
**FIGURE 4: FUNCTIONAL AND REGIONAL ANALYSIS, Headcount as at 31.03.12**

**FIGURE 4a: FUNCTIONAL ANALYSIS, Headcount**



Finance & Corporate Resources include areas such as Finance, Planning & Performance, Communications, Information Management & Technology and Properties & Facilities Management

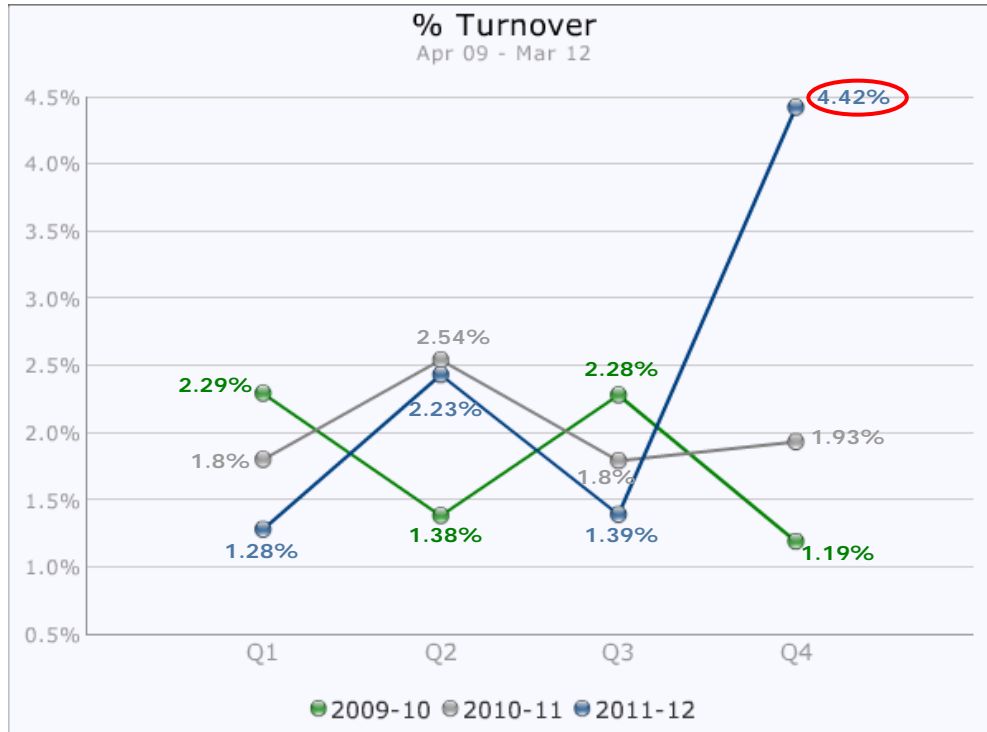
**FIGURE 4b: REGIONAL ANALYSIS, Headcount**



Other areas with less than 1% staff include Dunfermline, Falkirk, Hamilton, Kilmarnock, Fort William, Orkney, Perth and Elgin

## 5. ABSENCE & TURNOVER

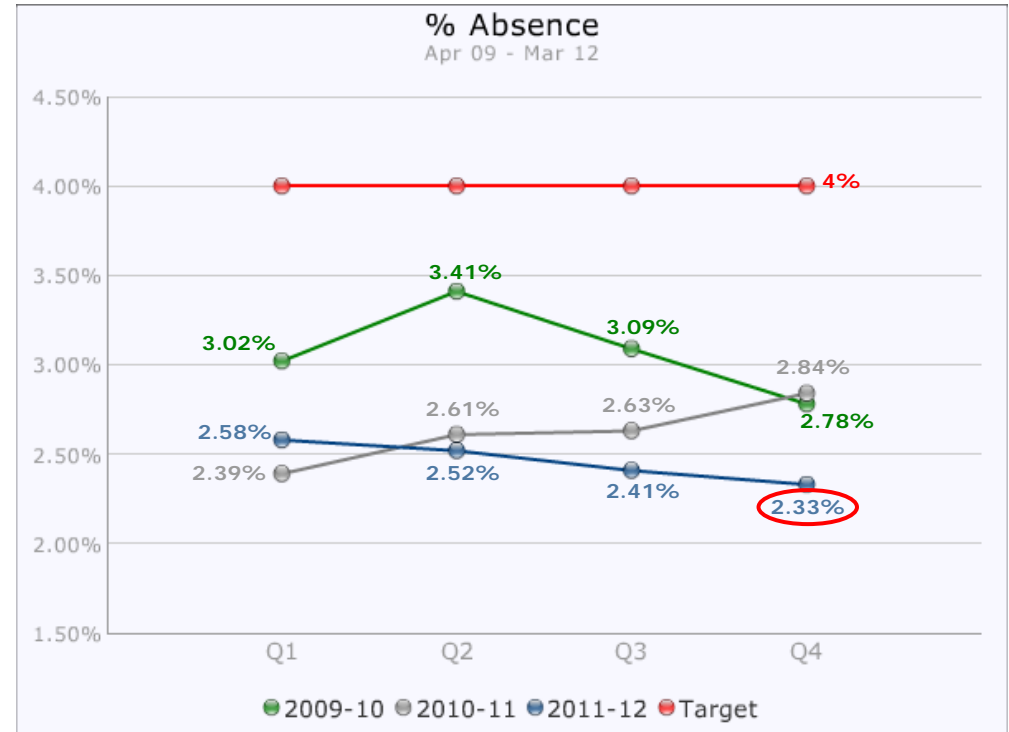
FIGURE 5: Turnover at 31.03.12



NHS Scotland's overall turnover as at 31.12.11 was 6.2% compared to NES' 4.9% for the same period\*. NES average staff turnover for the year (Apr 11 – Mar 12) was 2.38%. Turnover increased in Q4 to 4.42%, highest in over eleven quarters, the main reason being 19 staff leaving as a part of the voluntary severance scheme. Through 2011-12 NES has further developed establishment control systems which has improved management information and allowed for tighter vacancy management.

Commitment to strict vacancy controls and redeployment have become a vehicle to deliver sustainable service redesign. This will continue in 2012/13 with a particular focus on the staffing establishment. The stability index (staff in post for over one year) as at 31.03.2012 was 92.8% which is higher than the 81.5% in other similar small public organisations.

FIGURE 6: Absence at 31.03.12



Through the year sickness absence averaged at 2.46%. This compares favourably with reported sickness absence figures across NHSS which were reported at 4.63%. NES continues to improve on absence reporting rules and actively manages individual cases of absenteeism which give cause for concern.

The average absence rate compared to the last reporting period is down by 0.16%. Highest numbers of hours lost are due to stress/anxiety and depression. NES' long term absence rate is 1.08 % compared 1.38% for short term absence.

NES has launched a Wellness strategy to support all aspects of staff wellbeing which will continue to be embedded in 2012/13.

\* Based on ISD methodology

## **EQUAL OPPORTUNITIES MONITORING**

This report will consider the impact of equality and diversity in relation to:

1. Workforce Profile
2. Recruitment
3. Grievance and discipline
4. Turnover
5. Performance Management

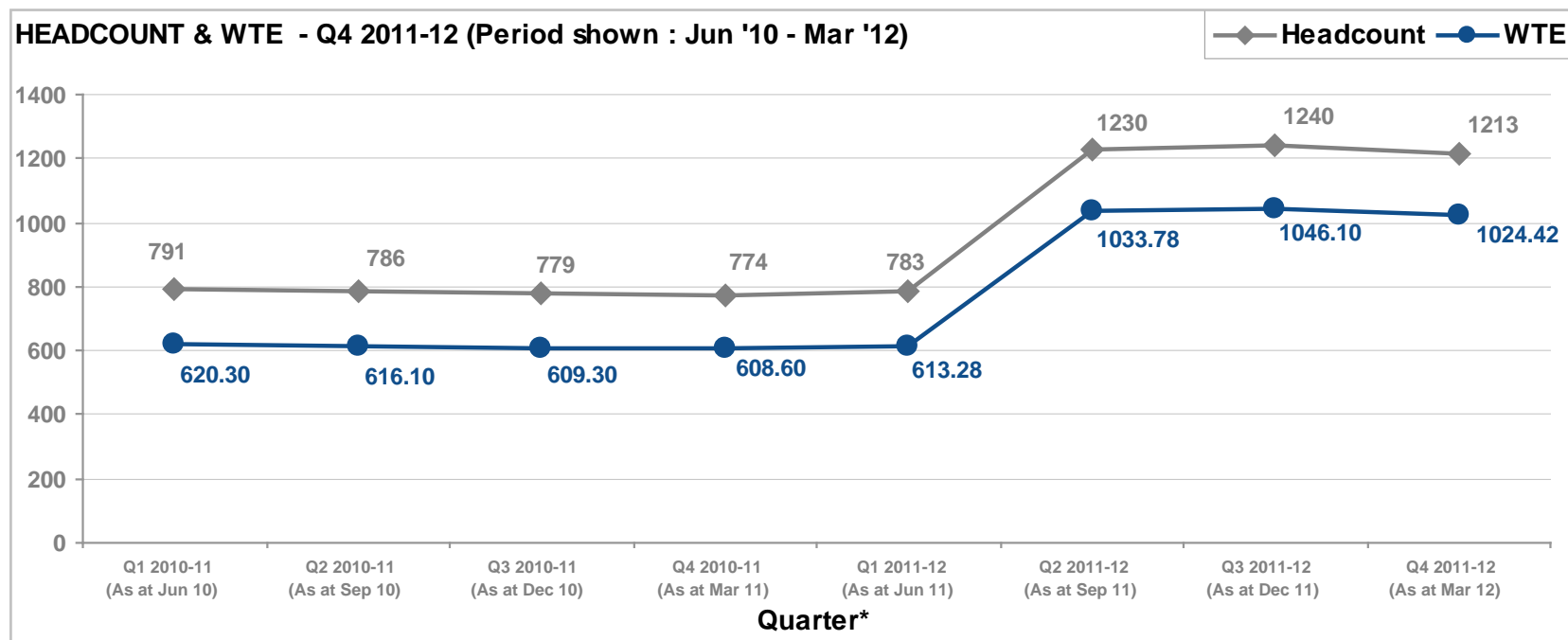
In particular the report will identify NHS Education for Scotland's (NES) performance in relation to aiming to achieve its objective of ensuring fair recruitment and employment practices.

## 1. STAFF IN POST

### 1.1 Workforce Profile

The reporting period is 1st April 2011 to 31st March 2012.

As at the March 2011 the headcount in NES was 774 (608.6 WTE), by March 2012 this has increased to 1213 (1024.42). Of the 1213 staff in post as at 31.03.2012 headcount 765 are core NES staff and 448 are GP Specialty Training Registrar's (GPStR's)



## 1.2 Gender

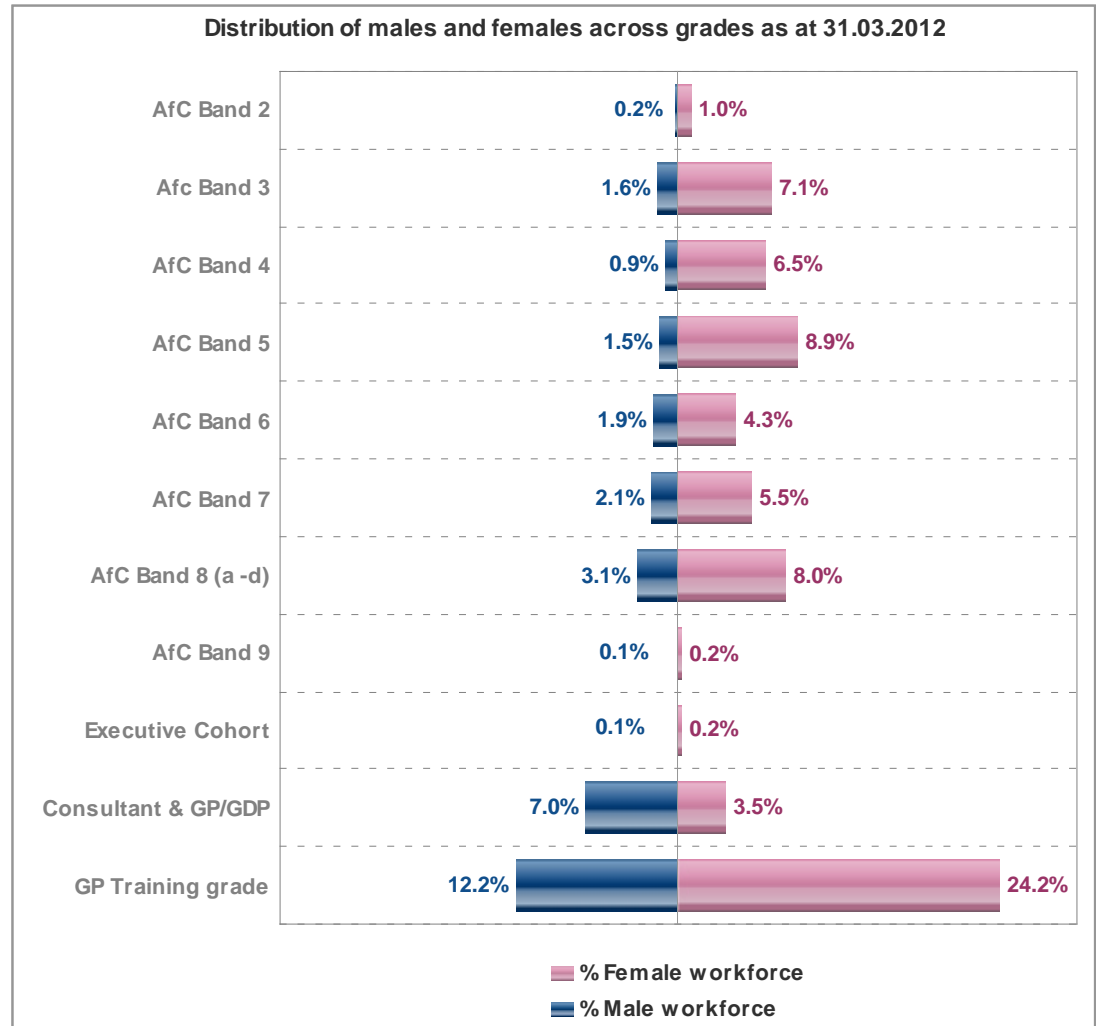
The NES workforce is predominantly female and make up 69.3% of the total workforce.

As shown in the figure in 2011/12 in non medical and dental remunerated roles the female workforce is most prevalent in Agenda for Change Band 5 at 8.9%, whereas the non medical/ dental male workforce is most prevalent in Agenda for Change Band 8 at 3.1%. This trend prevailed across all quarters.

It was also noted in that the majority of employees in NES on medical and dental terms and conditions are male (67.2% as at 31.03.2012), this does not include the GP Specialty Training Registrar's (GPStR's) who are on training grades. Females are well represented through at Band 9 and the Executive cohort within NES (71.4 % as at 31.03.2012).

The HR & OD Directorate has undertaken a more detailed analysis of the pay differences by grade and gender across all Agenda for Change grades. This has been further analysed with reference to full and part time staff.

There is no inequality evidence that would cause the organisation any concern with regards to the levels of pay within each band by gender. In relation to certain grades there are some minor differences in gender and pay, however they are very small to be statistically significant to draw any definitive conclusions.



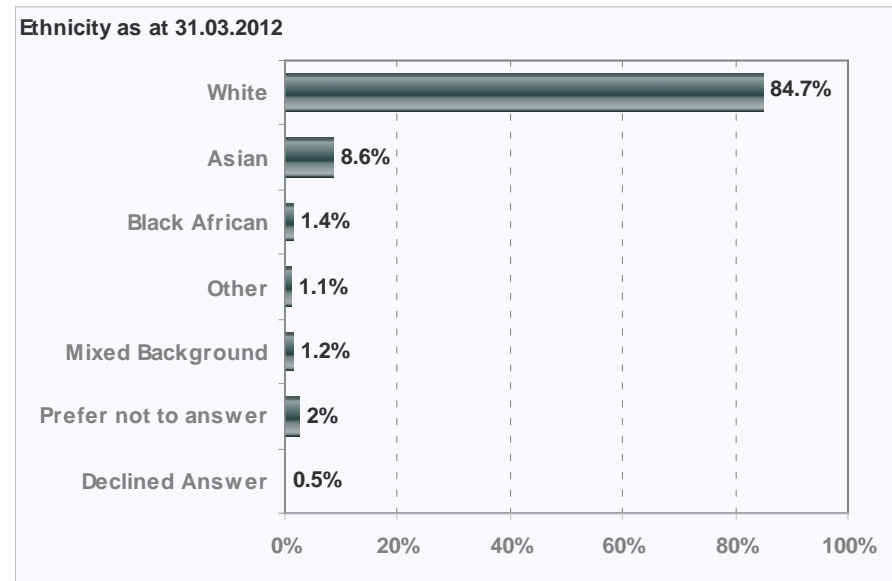
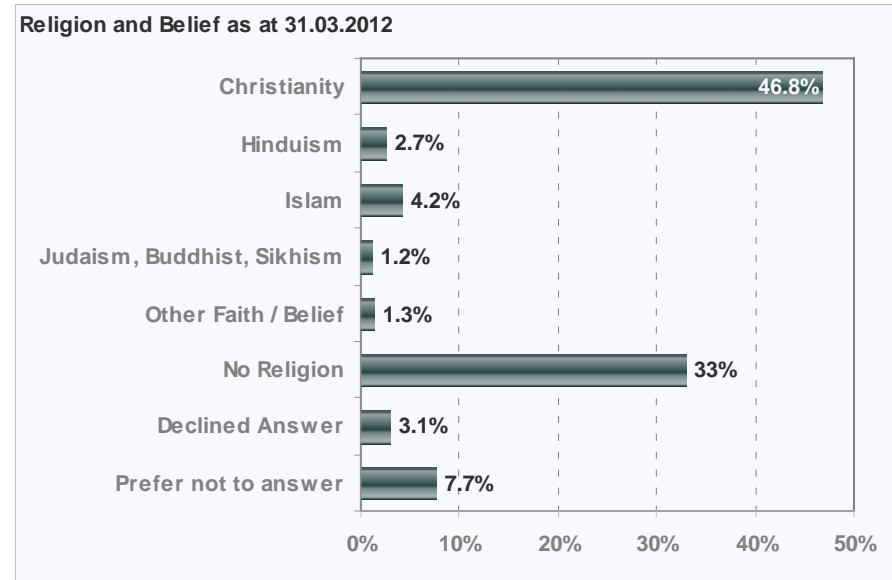
### 1.3 Religion and Belief

The disclosure of religion and belief by NES staff in 2011/12 is 89.2% as at 31.03.2012 and has not changed significantly from the last reporting period. Staff not wishing to disclose this information as at 31.03.2012 was 10.8% in comparison to 9.6% as at 31.03.2011. This is a positive step however it is interesting that this figure is relatively high compared to disclosure relating to other equality strands.

Going forward, it will be important to continue to reassure staff as to the reasons for collating and reporting this data. Evidence based promotional material will continue to be placed on the intranet to encourage staff to disclose this information. The 'Your NES' pages on the intranet, which aim to provide a forum for staff to find information relevant to their personal circumstances, combined with articles in NES Express will be a useful tool in communicating this type of message to staff. In addition, the ability for staff to update their own personnel records on the HR System will be launched in 2012/13 and staff will be able to maintain this information on an ongoing basis, thus eliminating the need to undertake a data collection exercise annually.

### 1.4 Ethnicity

There continues to be has been an increase in the disclosure of ethnicity. The NES workforce is predominantly white (84.7% compared to 91.9% in other small public organisations); the remaining staff are split between the other ethnic groups. NES will continue to monitor the attraction and retention of staff from minority ethnic groups.



## 1.5 Disability

The disclosure of disability status of NES employees is an area we continue to work on to enhance disclosure rates. As at 31.03.2012 disability status was known for 94.3% of staff with 3.2% preferring not to say and 2.4% declined to answer by not responding to the question at all. The disclosure level amongst the GPStR staff group is lower than that of other staff groups. Work is ongoing with these groups of staff to increase the disclosure rate. We also continue to collate data on the type of disability/impairment.

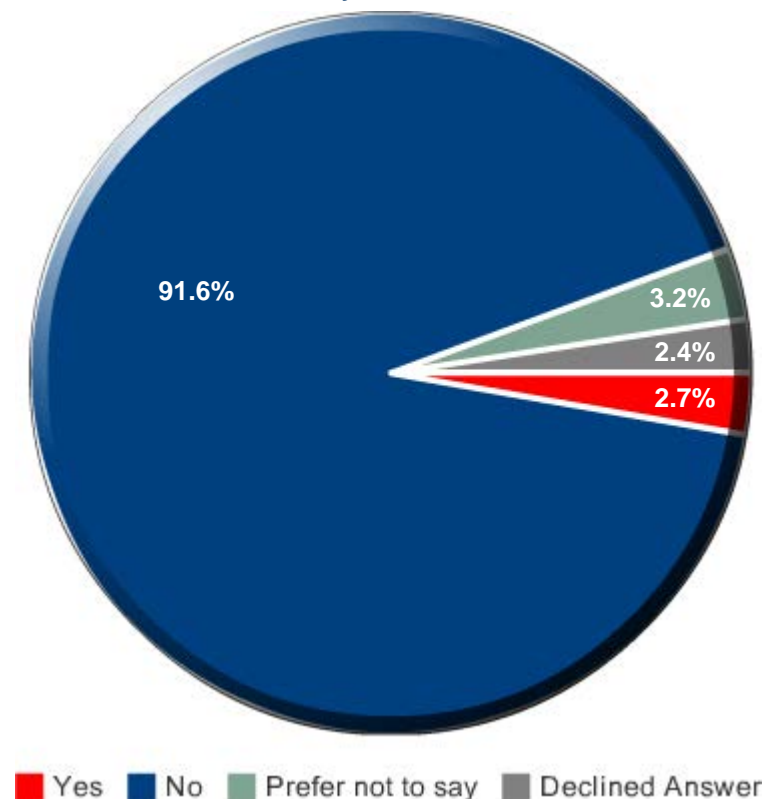
Of the NES workforce, as at 31.03.12, 2.7% (compared to 3.6% in other small public organisations<sup>5</sup>) have disclosed a disability and the most common description of their disability is a long standing illness or physical impairment. Due to the small numbers involved in each category of disability it is not possible to provide a full breakdown of disability by impairment in this report, however this is analysed and reviewed on a regular basis by the HR & OD Directorate.

A disability policy promotes the social model approach to disability and recognises that there is an organisational responsibility to take positive action in the removal of barriers faced by people with disabilities. This policy was informed by feedback from disability groups including Capability Scotland, RNID and Signature.

NES has been taking steps to take account of disabled people's disabilities by:

- Implementing reasonable adjustments in the workplace to support employment by disabled people enhanced by our Edinburgh relocation
- Embedding an inclusive education and learning policy which takes account of the specific needs of disabled people
- Operating a guaranteed interview scheme for disabled applicants to NES corporate posts and to vocational and preregistration training posts
- Reviewing and updating our disability policy to provide greater clarity about reasonable adjustments
- Developing educational resources and support for NHSScotland to improve the cultural competence of NHSScotland staff, including specific resources to support improvements to the care delivered to people with sensory impairments and learning disabilities.

Disability as at 31.03.12



<sup>5</sup> HR Benchmarker 2010 – Workforce performance Indicators Report, DLA Piper



## 1.6 Age

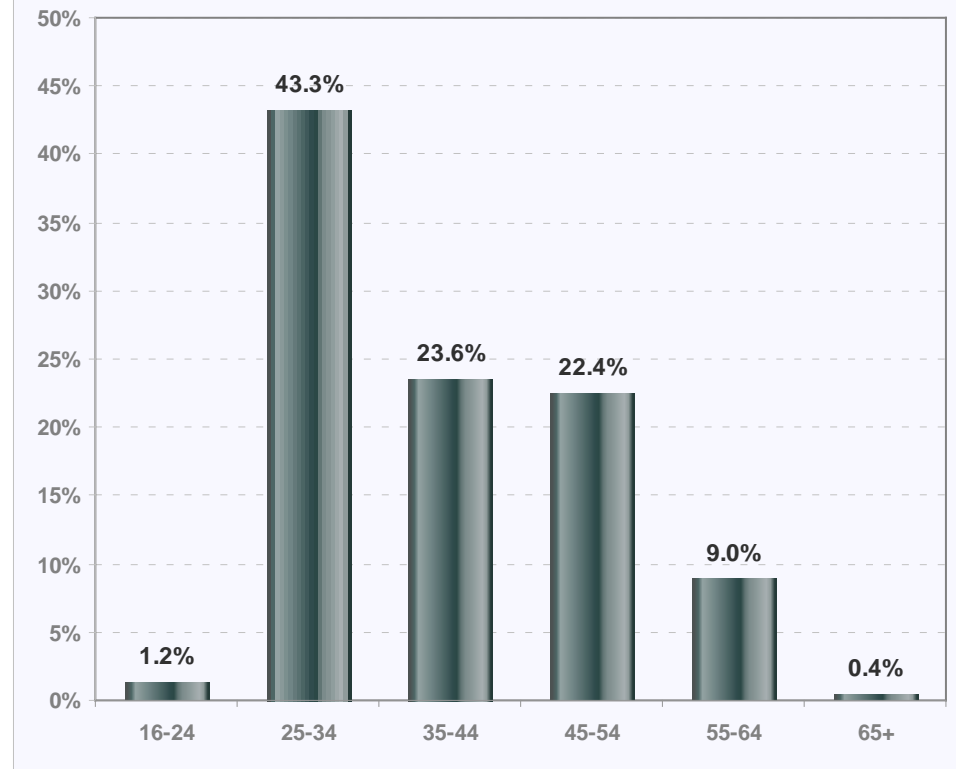
The age profile of NES staff has changed due to the employment of GP Specialty Training Registrar's (GPStR's), majority of who are in the 25-34 age range. The largest proportion of the NES workforce is in this age range at 43.3%. This figure is significantly larger than the 30.4% within similar small public sector organisations<sup>6</sup> and 19.8% within the rest of NHS Scotland<sup>7</sup>.

Previously the NES workforce has predominantly fallen into the 45-54 age groups (33.9% of the workforce as at 30.09.2010). The under 24 and 65+ age groups continue to be the most underrepresented groups within NES which is in line with the overall NHSS data (3.8% and 0.7% respectively, ISD 2011). There is a proportion (22.4%) of NES staff over the age of 55 and therefore may be eligible to retire over the next 5-10 years. Some of the longest serving and most experienced employees are over 55 years old; therefore NES could lose some of the most experienced members of staff over the next 10 years. Succession planning is key to ensure sustainability of services over the next decade.

Although the age demographic of NES can in part be attributed to the clinical experience gained by a number of staff prior to moving into education, training and project roles, close monitoring of the age demographic will continue and feed into the annual review of the HR & OD priorities in the Single Equality Scheme. The Directorate will continue to seek opportunities to promote NES to all ages of potential workforce.

NES will continue to seek opportunities to promote NES to all ages of potential workforce and plan to review job descriptions to ensure that any experiential requirements are valid. Succession Planning will be taken forward as a part of the People & OD Strategy.

FIGURE 6: Age Profile as at 31.03.12



<sup>6</sup> HR Benchmarker 2010 – Workforce Performance Indicators Report, DLA Piper

<sup>7</sup> National comparator figures from previous year (ISD), figures as at 31.12.2011

## 1.7 Sexual Orientation

As with disclosure of other equalities data, we continue to promote the disclosure of information as 9% of employees stated that they would prefer not to declare this information (compared to 7.6% in the previous reporting period at 30.09.2010). This suggests that staff may have concerns over why NES would collect this data and how it would be used.

Stonewall research suggests that staff may become more willing to disclose this type of information when they feel safe to do so. Therefore, the continual updating of equalities data by staff, combined with work being undertaken to explain why NES collects this data, may lead to a longitudinal increase in disclosure of sexual orientation by employees.

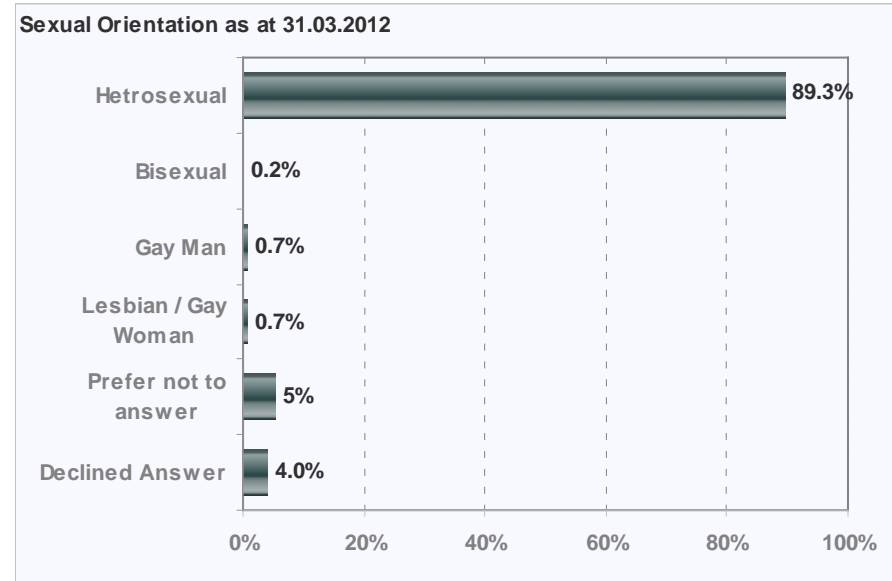
NES is involved in Stonewall and participates actively in the Diversity Champions programme. As part of the programme the HR & OD Directorate regularly updates the intranet to reflect events and learning opportunities that may be of interest to staff. There are on-going plans to develop learning events with Stonewall to promote topics such as the importance of disclosing equal opportunities information.

In addition to this NES participated in the Good Practice Programme in 2011/2012 which was designed to provide expert advice and guidance around sexual orientation and gender identity issues to public sector organisations. It is noted that from April 2011, a new public duty has been introduced, which means that the public sector will have to proactively consider the needs of their LGBT staff and service users and make sure that no part of their service is discriminatory.

Following the Workforce Equality Index benchmarking exercise of 2011/2012, actions were identified and included in the 2012/13 Single Equality Scheme to enable NES to make real progress in its commitment to achieving equality and diversity in relation to sexual orientation. Progress to date includes making specific reference to same sex couples in our family friendly policies. The review of Dignity at Work Policy during 2012 has resulted in specific reference to homophobic bullying. In addition to this the Director and HR & OD has become the organisational figurehead to raise the profile of the LGBT agenda.

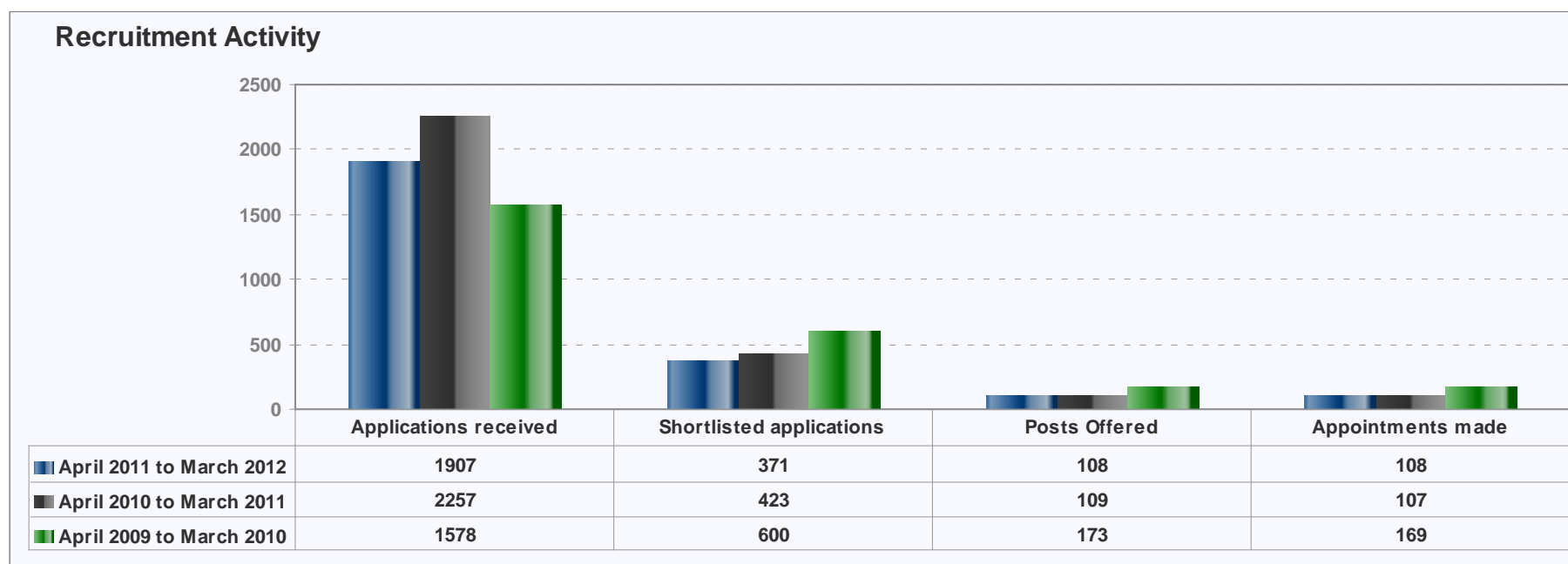
## 1.8 Marital Status

63% of NES staff are married / civil partnership. Only 1% of staff preferred not to disclose this equality information.



## 2. RECRUITMENT

In the reporting period April 2011 to March 2012, 108 posts were advertised. A total of 1907 applications were received for these posts and 371 of these were subsequently shortlisted for interview, which resulted in all advertised posts being filled. Compared to 2010/11 this represents a 15% decrease in applications received. It is noted that fewer were shortlisted however this does not necessarily mean we received a lower quality of applications as there are only a finite number of interview slots available. The overall conversion rate from application to appointment for this reporting period is 5.7% up from 4.7% in the previous reporting period.



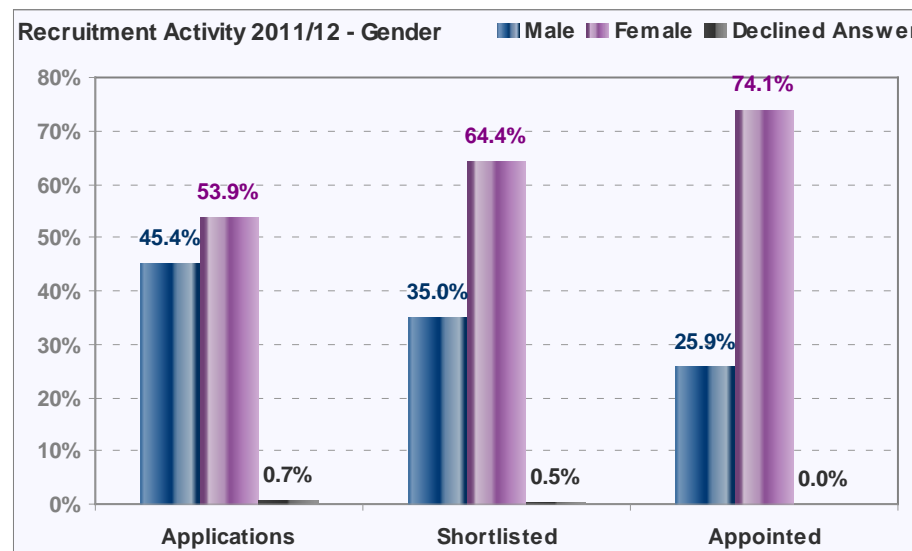
The analysis of the recruitment data is undertaken on the basis of:

- number of applications received and equalities data disclosed
- number of these applications shortlisted
- number of those offered posts that are formally appointed

## 2.1 Recruitment - Gender

Recruitment data for the year shows that 74.1% of applicants to NES are female this represents an increase from 60% in 2009. This is significantly above the reported census population of 51%. It should be noted that this trend of a disproportionate level of female applicants is seen across the public sector organisations. The workforce in Nursing, Midwifery and Allied Health Professionals and Psychology is predominantly female therefore we would expect to see this trend mirrored within our NES staff population.

NES attracts many more females than males and there is a slight difference in their success through the stages of recruitment, with 22% of males and 34% of females of short listed applicants being offered a role within NES in 2011/12.

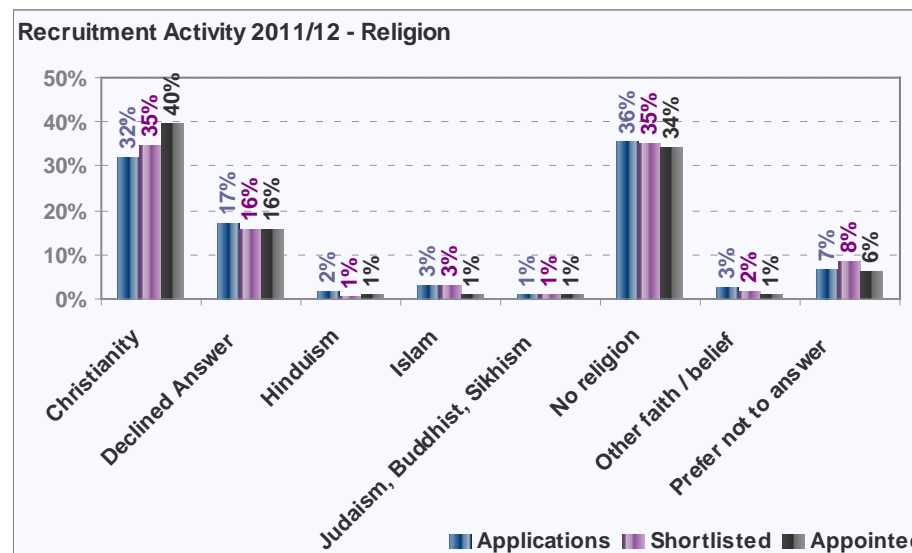


## 2.2 Recruitment - Religion

NES would appear to be attracting a slightly more diverse pool of applicants compared to the census population. NES has been attracting more application from the faiths of Buddhism, Hinduism, Sikhism and Islam and "Other".

Compared to national census data on the percentage of the population disclosing their religion/belief, NES appears to be attracting fewer applications from those disclosing their religion as being Church of Scotland and Roman Catholic. 32% of applications come from those classifying themselves to be of the Christian faith compared to 65% of the census population.

36% of applications classify themselves as having no religion, which is 10% higher than the census population. 24% of applicants either declined to answer or preferred not to say their religion compared to 5.5% of the census population. This group performed well with 34% of short listed applicants being offered a role.



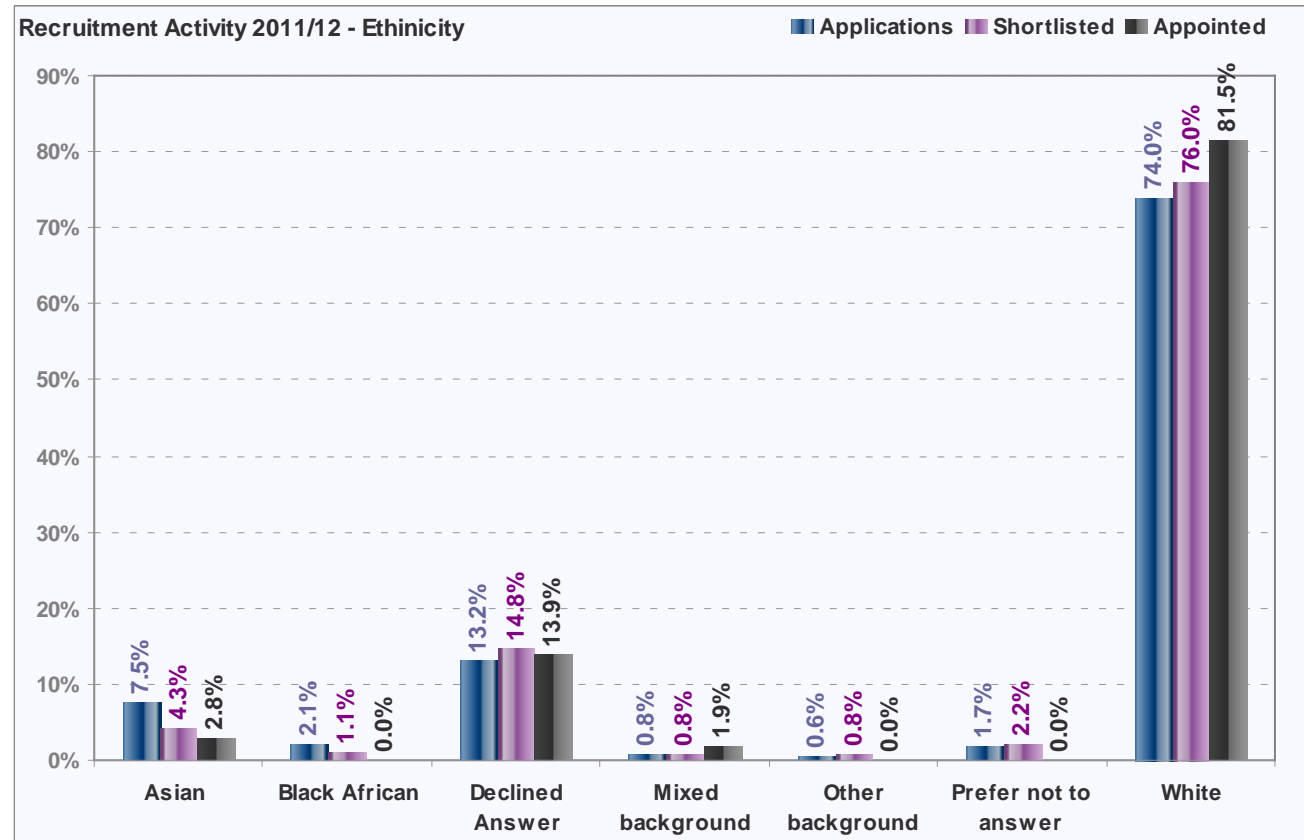
The success rate of applications is broadly similar for all the religions but the numbers are not statistically significant to draw a definitive conclusion, however these will be monitored going forward to see if a trend emerges over time.

### 2.3 Recruitment – Ethnicity

74% of applicants are white compared to 97.9 % of the census population. NES continues to advertise all posts in Equality Britain, a publication aimed at black and minority ethnic groups.

The success rate of different ethnic groups at the short listing stages is varied. The collated data shows that certain ethnic groups have a higher success rate after being short listed for interview however the numbers are not statistically significant to draw a definitive conclusion.

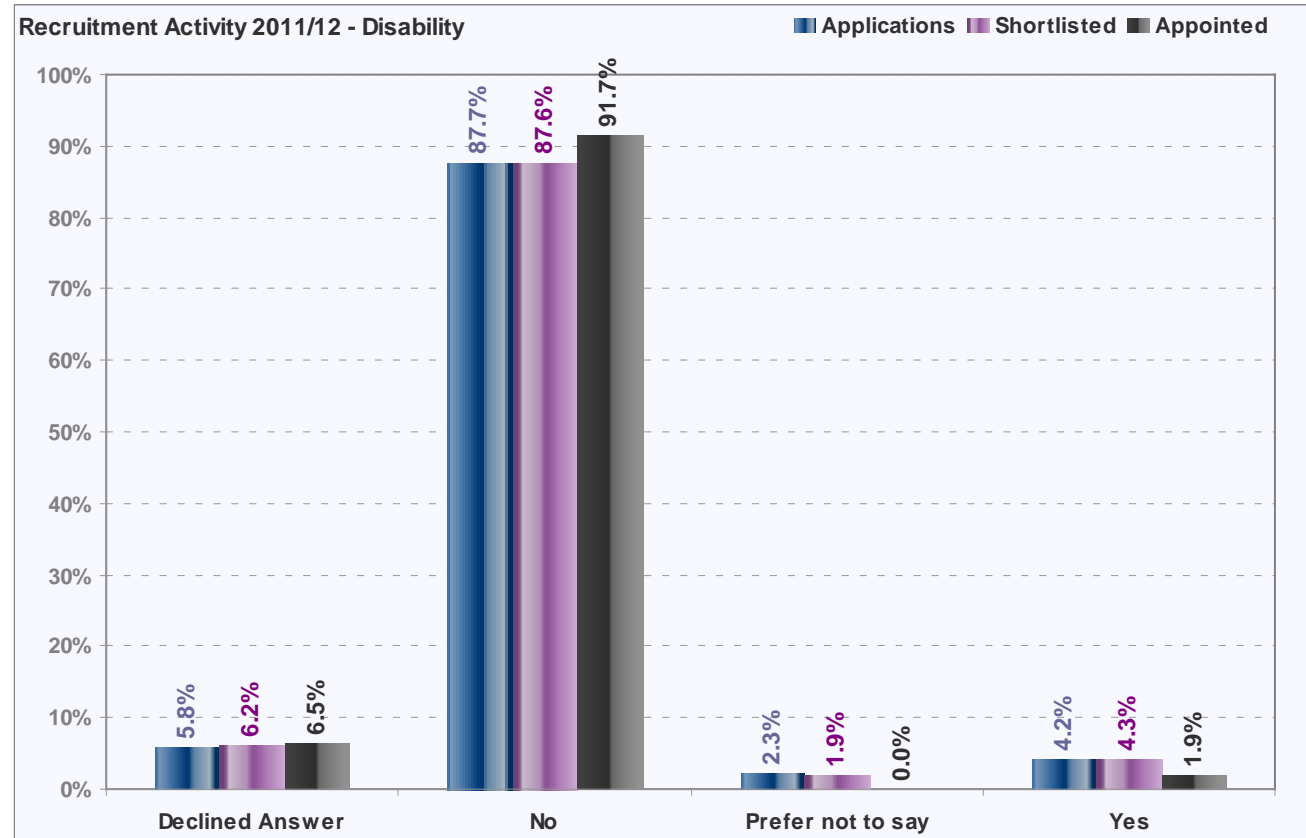
The HR & OD Directorate continue to follow immigration legislation. Immigration status is not disclosed to short listing or interview panels, to ensure that immigration does not have an impact on the selection process.



## 2.4 Recruitment - Disability

Of those who disclosed their disability status, 4.2% disclosed as having a disability, this represents a slight increase from 2010/11 when 3.6% disclosed as having a disability. This figure is lower than the census data which suggests that the disabled population is 16% however it must be noted that the census population also includes those who are not of working age. Candidates with a disability are able to request a "Job Interview Guarantee". This means that they are guaranteed an interview providing they meet the minimum criteria as detailed in the person specification.

NES has maintained its double tick standard. It can be seen that more candidates who disclosed a disability were short listed (19.8%) compared to those who had not (18.4%). This more favourable outcome for candidates disclosing a disability continues at offer stage with 30.4% disclosing a disability being offered compared to 27% who have classified themselves as not disabled. This suggests that we attract a high quality of applications from those disclosing a disability which could be partially attributed to our advertising in publications such as Able.



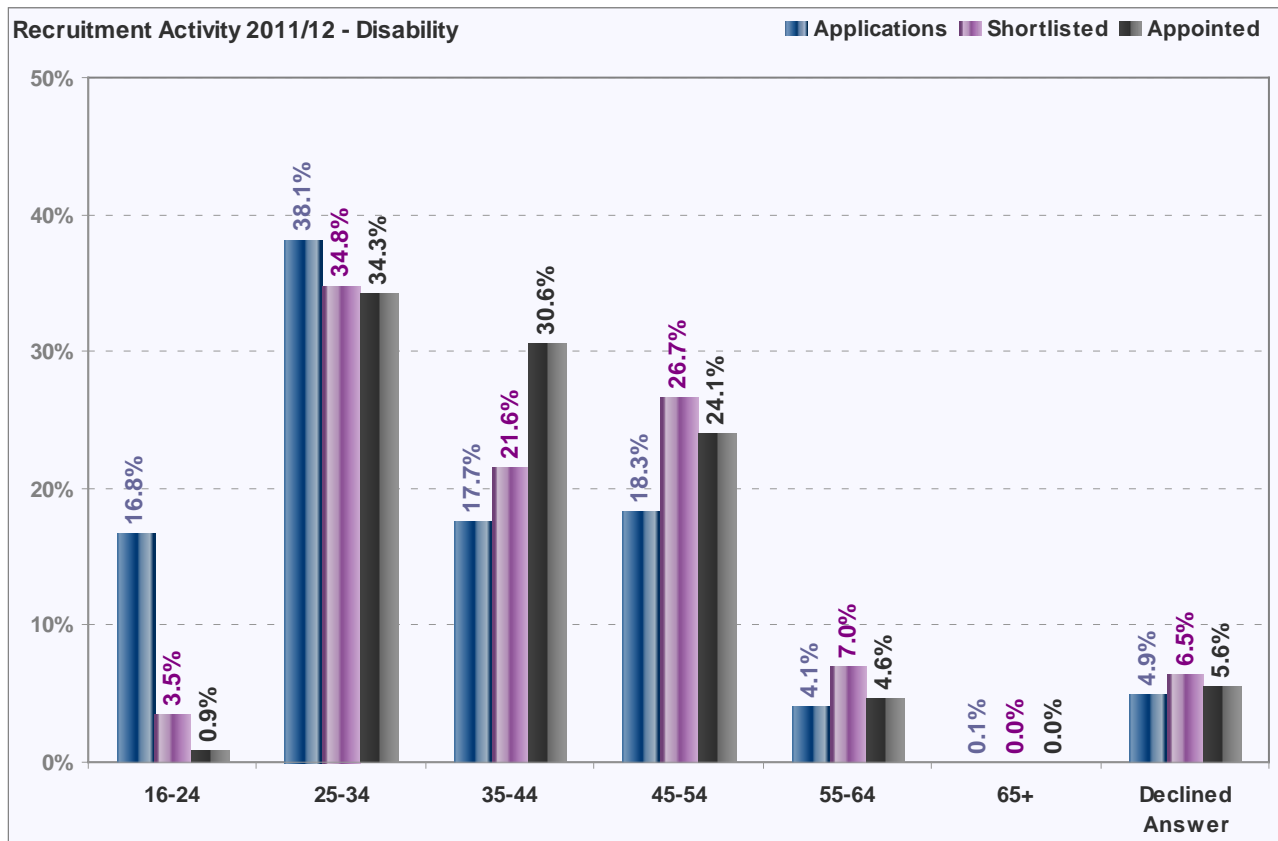
## 2.5 Recruitment – Age

The majority of applications were received from the 25–34 age group, this group have been proportionately more successful than in previous years. In 2010/11, 32% of those in the 25–34 age group who were shortlisted were subsequently offered a role, this has increased slightly to 34.8% in 2011/12.

Under the Equality Act 2010, NHS employers in Scotland are under a duty to have due regard to the need to prevent age discrimination. The HR & OD Directorate will continue to review person specifications to ensure that experiential requirements do not breach age discrimination legislation.

In 2012/13 NES will support a Scottish Government initiative to provide work placements for unemployed young people aged 16-24.

In reflecting and supporting the principles of social inclusion and the Equality & Diversity agenda, NES will participate in a 'Get Ready for Work' programme, working with an external training organisation to provide up to 6 work placement opportunities for young people from disadvantaged backgrounds.

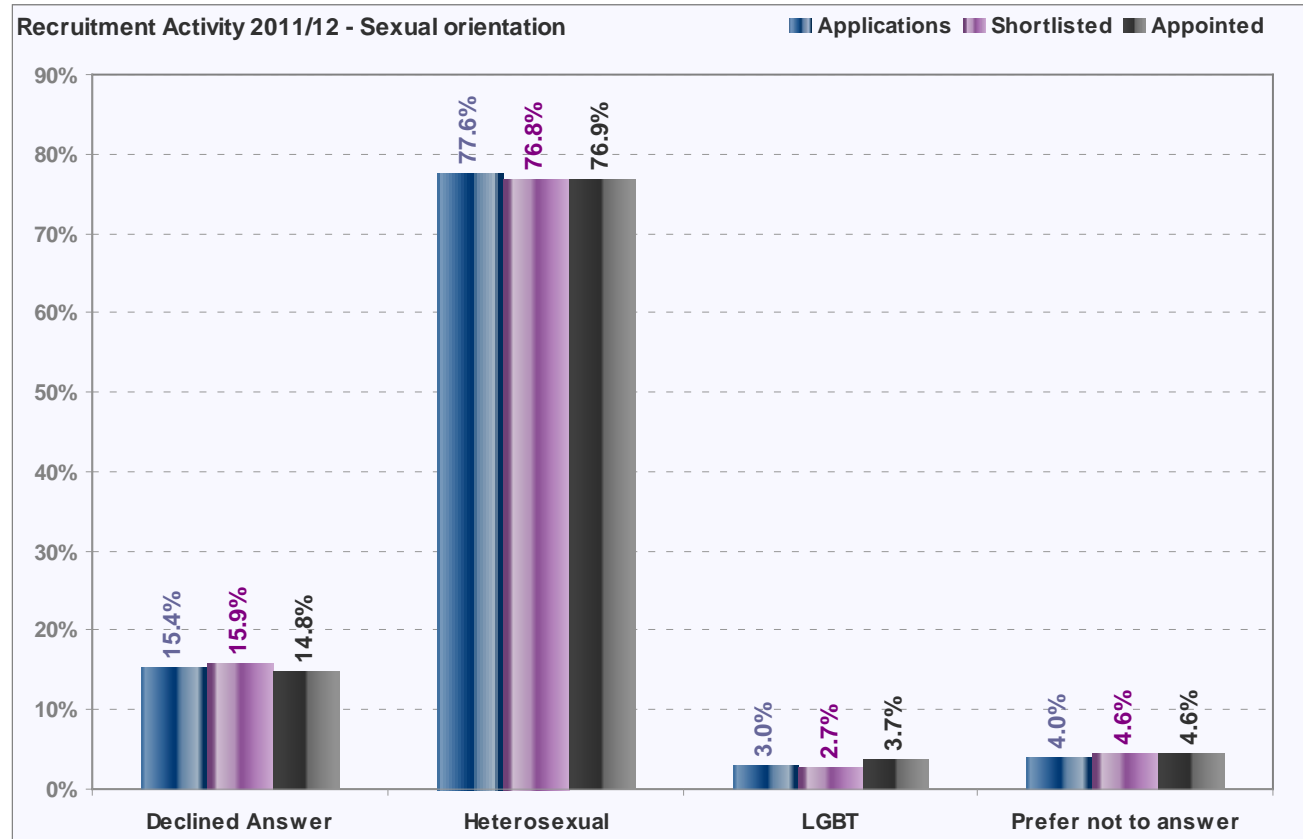


## 2.6 Recruitment – Sexual orientation

Of the applicants who disclosed their sexual orientation in 2011/12, 3% are Lesbian, Gay, Bisexual or Transgender (LGBT). This is slightly higher than the previous reporting period where the number of disclosed LGBT applicants was 2.3%. This is below the Stonewall Scotland estimate that 6% of the Scottish population are LGBT.

Looking at success during recruitment stages 40% of the LGBT applicants who were shortlisted were appointed to the role. This is much higher than non LGBT candidates where 29.1% of the candidates were appointed to the role.

Even though the success rate of application to appointment is different, because of the small the numbers involved it is not statistically significant to draw a definitive conclusion, however these will be monitored going forward to see if a trend emerges over time.





## GRIEVANCE AND DISCIPLINARY –

During the reporting period April 2011 to March 2012 under 5 formal grievance/disciplinary cases took place. Data has been collated with regard to the WTE, gender, marital status, religion, ethnic origin, disability, age and sexual orientation. Analysis of the data suggests that no groups have been disadvantaged, however, as numbers are very small it is difficult to draw robust conclusions. NES has launched an internal mediation service during 2011/12, which could have an impact on the number of formal disciplinarys and grievances. During 2012/13 the impact of this service on formal disciplinary and grievance cases will be monitored.

### 3. STAFF TURNOVER

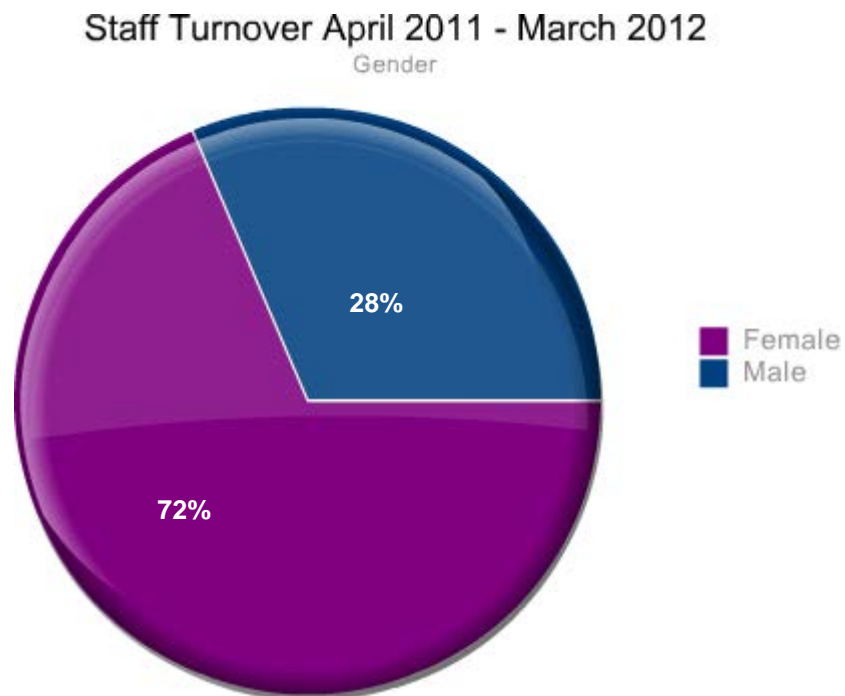
A total of 96 employees left NES during the reporting period April 2011 to March 2012. NES now prepares an annual report on exit questionnaire data which provides an analysis of the impact of a wide variety of issues on the reasons for leaving and the respondents' views on a range of satisfaction and motivational factors.

The majority of leavers were:

- Female (72%)
- Married (48.4%)
- White Scottish (67.8%)
- Indicated Christianity as their religion (39.7%)
- Have no declared disability (93.5%)
- Within the age group 25 to 34 (32.3%)
- Heterosexual (84.9%)

#### 3.1 Turnover – Gender

Majority of the leavers were female (72%) compared to 28% of the leavers that were male. With a predominantly female workforce, it is unsurprising to note that the majority of leavers are female. This is consistent with organisational turnover during all quarters of the reporting period 2011/2012.



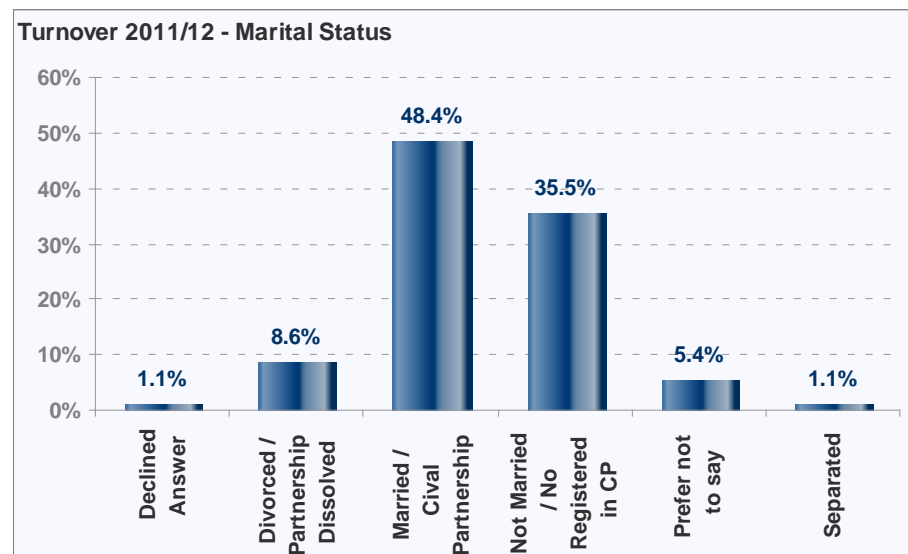
### 3.2 Turnover – Marital Status

48.4% members of staff were married, 35.5% declared themselves as not married or in a registered civil partnership, 5.4% preferred not to declare and 1.1% declined to answer. 9.7% members of staff confirmed that they were divorced or separated.

As the numbers of married (48.4%) and unmarried leavers (51.6%) are similar, this suggests that none of these groups were discriminated against.

### 3.3 Turnover – Ethnicity

Of the leavers who disclosed their race and ethnicity, the majority (67.8%) were White Scottish, with the remainder from other races/ethnicities. This data corresponds with the overall workforce demographic of NES, where over 70% of employees are White Scottish.



### 3.4 Turnover – Religion & Belief

Of the 84.9% leavers who declared information on religion & belief, the majority (39.7%) declared that they followed Christianity<sup>8</sup>. A significant proportion (37.6%) was declared that they followed no religion. A small proportion of staff declared that they held other religious beliefs.

### 3.5 Turnover – Disability

93.5% of the leavers confirmed that they had no disability. The disability status of 4.3% of staff is unknown as they declined to answer.

### 3.6 Turnover – Sexual Orientation

84.9% of the leavers declared themselves as heterosexual. The analysed data does not show any trend emerging in this area.

<sup>8</sup> Christianity includes the following choices: Christianity - Church of Scotland (29%), Christianity - Roman Catholic (7.5%) and Christianity – Other (3.2%)

### 3.7 Turnover – Age

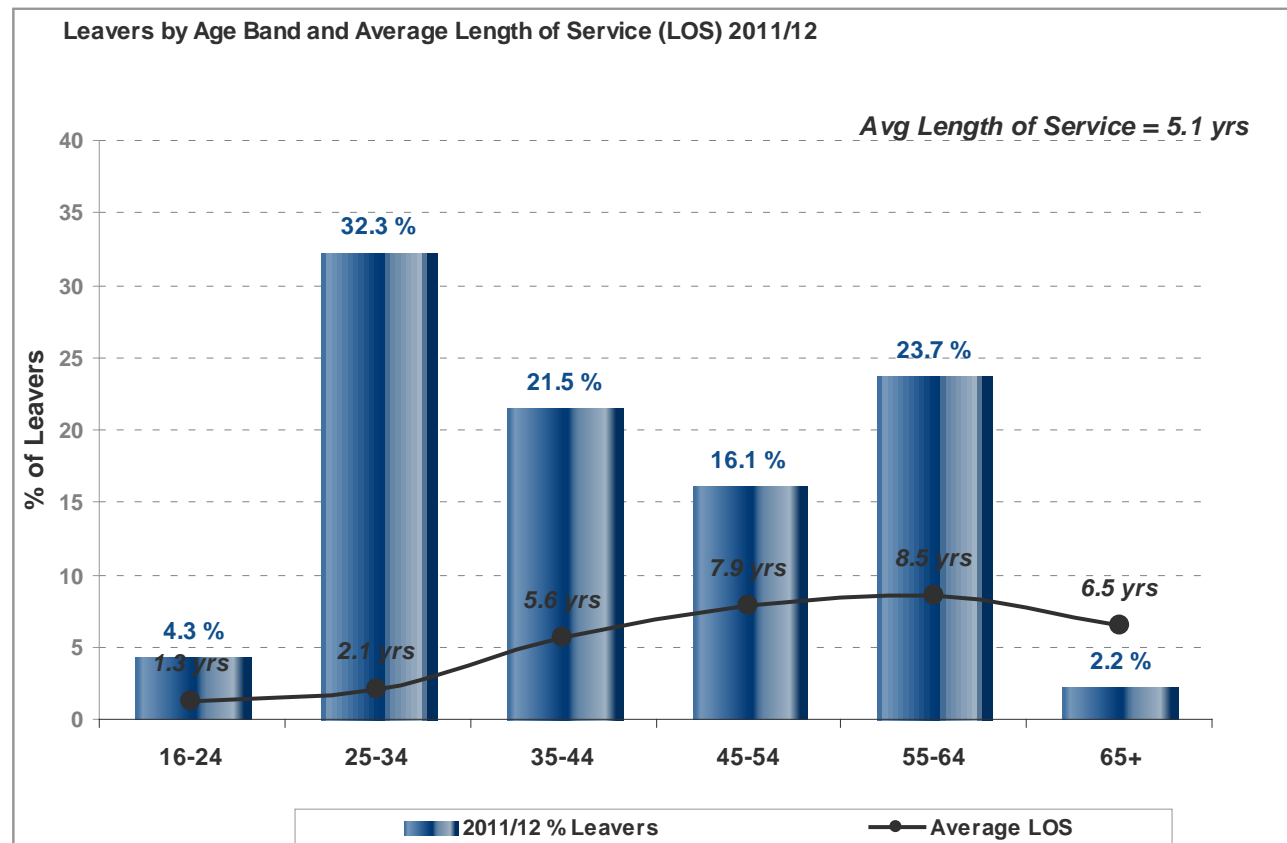
The majority of leavers (32.3%) were in the age group 25-34. This was followed by the age group 55-64 (23.7%), 35-44 (21.5%), 55-64 (23.7%).

The average length on service in NES was 5.1 years, the highest of this being in the 55-64 years age group (8.5 years).

The stability index in NES (staff in post for over one year) as at 31.03.2012 was 92.8% which is higher than the 81.5% in other similar small public organisations.

Retaining and developing the workforce ("talent management") is an objective of NES People and OD strategy. NES continues to monitor the staff profile to meet our operational and strategic plans requirements.

There is a general assumption that staff turnover (the opposite of stability), will negatively affect quality of service<sup>9</sup>. In NES it has been identified that turnover may reduce overall staffing levels but can add to costs if temporary cover for staff who leave (e.g. overtime pay or agency staff). Recruitment of replacements incurs additional costs and may reduce individual and organisational performance through the loss of experienced staff.



<sup>9</sup> James Buchan: **Reviewing The Benefits of Health Workforce Stability**, Human Resources for Health 2010

## **4. Promotions**

Currently a promotion within NES is any change in a post holder's grade/ band. This does not include the re-evaluations of posts.

During the reporting period there were 16 'promotions' within NES. The majority of promotions were secured by female members of staff (63.2%). Most of the promoted staff were unmarried (57.9%), White Scottish (68.4%) and declared that they have no religion (42.1%).

Data has been collated with regard to the WTE, gender, marital status, religion, ethnic origin, disability, age and sexual orientation of all promoted staff. Analysis of the data suggests that no groups have been disadvantaged; however in some cases numbers are very small and cannot be reported. As this is the case it is difficult to draw robust conclusions.

## **5. Performance Management**

NES has conducted the full review of the effectiveness of its performance management arrangements for all staff groups and is taking forward a new strategy in 2012/13.