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NHS SCOTLAND

[redacted]
Letter issued by email:
[redacted].

Date: 16 November 2026
Our Ref: FOI2026-3506
Enquiries to: Freedom of Information
Email: psd.foi@nhs.scot

Dear [redacted]

Freedom of Information Reference: FOI2026-3506

Thank you for your information request received on 25 September 2026 by Public Services Delivery Scotland (PSD Scotland).

From 1 April 2026, NHS Education for Scotland (NES) and NHS National Services Scotland (NSS) joined to form PSD Scotland, enabling transformation in health, social care, and the wider public sector. This means your Freedom of Information request is now being responded to by PSD Scotland.

Your request

I am writing under the Freedom of Information (Scotland) Act 2002 to request recorded information concerning the NHS Board Development programme provided by NHS Education for Scotland for Non-Executive Directors and other NHS Board members.
The relevant period for this request is 1 January 2024 to 25 September 2026.
I am aware that the NES Turas Board Development site provides national induction, core governance modules, masterclasses and other resources covering subjects including active governance, audit and risk, clinical governance, effective Board membership, data interpretation and Board challenge.
I would be grateful for the following recorded information.

1. *Programme remit and status*
   Please provide the current commission, remit, service agreement, programme specification or equivalent document setting out:
   - *the purpose and objectives of the NHS Board Development programme;*
   - *the respective responsibilities of NES and the Scottish Government;*
   - *the programme's governance and accountability arrangements; and*
   - *how delivery and performance are reported.*

2. *Mandatory, expected and optional learning*
Please provide any current policy, guidance or recorded decision identifying which elements of national induction, e-learning, masterclasses or continuing development are:
    - *mandatory;*
    - *expected or strongly recommended; or*
    - *optional*

for newly appointed and established NHS Board Non-Executive Directors.

3. *Participation and completion*
Please provide any existing aggregate reports, dashboards or datasets showing participation or completion during the relevant period, including, where already recorded:
    - *participation or completion by NHS Board;*
    - *participation or completion by module, masterclass or development activity;*
    - *participation by newly appointed and established Non-Executive Directors; and*
    - *non-completion or incomplete participation.*

I am requesting aggregate information only. I do not require the names or personal learning records of individual Board members. I am not asking NES to create a new analysis if the information is not already held in the requested form.

4. *Monitoring and reporting*
Please provide records showing:
    - *how participation and completion are monitored;*
    - *whether this information is reported to NHS Board Chairs, Board Secretaries, Scottish Government sponsorship teams or other national governance groups;*
    - *whether Boards or Chairs are notified about non-participation or incomplete learning; and*
    - *whether national or Board-level variation has been identified.*

5. *Evaluation of effectiveness*
Please provide evaluation reports, evaluation frameworks, findings papers or summary reports assessing the programme's effectiveness. I am particularly interested in whether evaluation has examined:
    - *changes in participants' knowledge, skills or confidence;*
    - *the ability to understand and question Board data;*
    - *the quality of scrutiny and constructive challenge;*
    - *confidence in escalating unresolved concerns;*
    - *the effectiveness of committee chairing;*
    - *application of learning within Clinical Governance Committees or NHS Boards; and*
    - *any effect on the quality of Board assurance or governance practice.*

Please distinguish, where possible, between measures of attendance or participant satisfaction and evaluation of learning, behaviour or organisational impact.

6. *Appraisal and continuing development*
   Please provide any guidance or records describing how participation in the programme relates to:
   - *the six-month appraisal of newly appointed Non-Executive Directors;*
   - *continuing appraisal or personal development planning;*
   - *the identification of individual or collective Board capability gaps; and*
   - *action taken where development needs remain unresolved.*

7. *Clinical governance, data and effective challenge*
   Please provide the current course outlines, learning outcomes, curricula or programme descriptions for national development covering:
   - *clinical governance;*
   - *quality and safety assurance;*
   - *Making Data Count or interpretation of Board performance data;*
   - *effective questioning and constructive challenge;*
   - *escalation of concerns;*
   - *triangulation of different sources of assurance; and*
   - *the role of Non-Executive Directors on Clinical Governance Committees.*

   Where these materials are already publicly available, links to the current versions will be sufficient.

8. *Identified gaps and improvement action*
   Please provide any programme reviews, risk reports, lessons-learned papers or improvement plans that identify:
   - *gaps in the development or capability of NHS Board Non-Executive Directors;*
   - *barriers to participation or completion;*
   - *variation between NHS Boards;*
   - *weaknesses in the available curriculum or evaluation arrangements; or*
   - *planned improvements to the programme.*

Our response:

I wish to advise under the Freedom of Information (Scotland) Act 2002 (FOISA), that PSD Scotland can provide a partial response to your request, as detailed in the attached Annexes A-F.

If you are dissatisfied with this reply under the terms of the Freedom of Information (Scotland) Act 2002, you should contact us again in writing or by email within 40 days of receipt of this response to request an internal review.

If you remain unhappy with the outcome of that internal review, you have the right to apply directly to the Scottish Information Commissioner for a decision within six months of receiving our response. For further information, please visit the Scottish Information Commissioner's website.

Yours sincerely

[redacted]

Enclosures:

- FOI2026-3506-Annex A.pdf.
- FOI2026-3506-Annex B 2024-25 NES Board Development Funding letter 09 July 2024_Redacted.pdf.
- FOI2026-3506-Annex C Board Development 2026-27 Indication of Funding letter 07 May 2026_Redacted.pdf.
- FOI2026-3506-Annex D Board Development Report_Redacted.pdf.
- FOI2026-3506-Annex E BDRG Note 8th April 2026_Redacted.pdf.
- FOI2026-3506-Annex F BDRG Note 4th August 2026 _Redacted.pdf.