NHS Education for Scotland
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Educational Governance: Guide to Directorate Review

1. Introduction

NES has well established arrangements for the governance of educational quality and performance across its diverse programmes. These processes have been successful in giving the NES Board assurance, and in sharing educational practice across the organisation. Following a review of the Educational Governance Framework in 2012, several enhancements to processes were agreed. Foremost among these changes was a new approach to the review of whole directorates through a triennial peer review events.

The purpose of directorate review events is to take a broad overview of the directorate and to seek assurance that educational performance and quality is being managed effectively. A secondary purpose is to ensure that smaller educational workstreams and projects are subject to scrutiny. The review is an opportunity for directorates to explain the arrangements in place for quality assurance/improvement and to present evidence of current performance in key workstreams. An important area of focus is directorates' good practice and successes, as well as the emerging issues and future priorities.

2. Planning

The starting point for the Directorate Review is a planning meeting between the directorate under review and the NES Educational Governance Team (usually including the Director of Educational Development). The purpose of this meeting is for the EG Team to explain the review process and to discuss key aspects of the event including its timing, directorate representation at the event, documentary evidence and external representation on the review panel. The director will be asked to identify a link person within the directorate to act as the first point of communication for the Educational Governance Team during the planning and preparation of the event.

2.1 Timescales
The date of the review event is negotiable. This should be on a date when key directorate staff are available and must allow sufficient time for the preparation of materials including a self-assessment document (see Appendix 1). The event date should also be on a convenient date for the members of the review panel (see 4.1 below) including external representatives. The Educational Governance Team will take responsibility for liaising with directorate representatives and panel members to identify a mutually convenient date.

2.2 Directorate representatives
At the event, the Directorate should be represented by the Director and other key members of staff. The role of the Director and other staff is to give an overview of the Directorate, and to engage with the Review Panel in discussion of major workstreams, directorate strategy and quality management, important areas of success, and key challenges. The number of directorate representative is not prescribed although the principles of efficiency and sufficiency should be considered.

2.3 External panellists
A notable feature of the Directorate review process is the involvement of external representation on the review panel. The purpose of this externality is to broaden the range of perspectives at the event, to enhance directorate accountability, and (in some cases) to ensure the panel has some first hand understanding of the directorate's educational products and services.

The directorate will be asked to nominate up to four independent external witnesses who can comment on issues of educational quality and performance. These external nominees should be in a position to provide informed comment on at least one of the directorate's educational workstreams. The Educational Governance Team will select two of the four nominees to sit on the panel and send them invitations to participate in the review. It is also the Educational Governance Team's responsibility to ensure that external panellists are fully briefed on the review process and their role.

There are numerous sources of independent external witnesses including the following:
- Current or recently completing trainees/learners
- Representatives of professional and regulatory bodies,
- Representatives of service user organisations,
- Representatives from counterpart organisations in other UK countries
- Higher education staff with a knowledge of the directorate's work
- Relevant NHS Health Board or primary care staff.

The external panel members will be fully briefed on the process and are expected to take an equal part in panel discussions.

3. Documentary evidence

Although the main focus of the review event will be the Directorate's presentation and the subsequent discussion, members of the Review Panel will require some documentary material in advance. This is to ensure they understand the Directorate's organisation and management, its workstreams, key areas of success and challenges, and future directions.

3.1 Background and self-assessment report
The Directorate is asked to submit a self-assessment report to the review secretary at least three weeks before the event. This report should be presented using the template at Appendix 1 covering the following headings:

- Directorate overview
  - The Directorate's principal strategic objectives
  - Professional/Service contexts
  - Key relationships with external organisations
  - Size (head count and/or whole time equivalents and annual budget)
  - Key workstreams and associated budgets
- Directorate educational quality management arrangements
- Notable achievements, innovations and areas of progress
- Key challenges
- Quality improvement priorities for next three years

The self-assessment document is not expected to be highly detailed and lengthy, but should provide Review Panellists with a broad overview of the directorate's work. This can be supplemented with further documents as explained in 3.2 below.

3.2 Supplementary evidence
The self-assessment document will be supplemented by further documents to explain the directorate's approaches to quality management and to provide evidence of current educational quality. This should normally be pre-existing documentation and will include the following as a minimum:

- Directorate risk registers
- Documents describing the directorate's quality management arrangements
- Recent audit reports or reports of reviews conducted by external bodies (including professional and regulatory bodies)

Other documents may be submitted for review providing these do not impose an excessive burden on the Review Panel, who will be expected to read and process materials prior to the event. Examples of further supplementary evidence include:

- Evaluation reports on major workstreams
- Educational standards used by the directorate
- Equality Impact Assessments of major educational workstreams

All supplementary documents should be submitted to the Educational Governance Team with the self-assessment at least three weeks before the event.

4. The Review Event

The review event provides an opportunity for the directorate to present an overview of quality across its various workstreams; indicating how quality is managed, notable achievements, emerging issues and future priorities. It also enables members of the review panel to engage with the directorate in discussion and debate. The overall purpose of the review is to develop a coherent profile of quality/quality management and to assist with quality improvement where necessary. The review will normally be a half-day event although its duration may vary as agreed between the directorate and the Educational Governance Team.

4.1 The review panel
The review panel comprises a group of peers who will provide an informed view of the directorate's educational quality management. The panel is chaired by a member of the NES Educational Leadership Group and will include the members of the cross-directorate Educational Governance Executive Group[1]. As explained at 2.3 above, the panel will include two external representatives nominated by the directorate under review.

The review panel will be supported by a secretary and administrator who will attend the review event. The responsibilities of the review secretary and administrator are set out in section 6 below 'The role of the Educational Governance Team.'

4.2 Running order
The event itself will begin with a brief meeting of the review panel to discuss the self-assessment document and supplementary evidence. This will enable the panel to identify issues for further exploration following the directorate's presentation. If desirable, the panel chair can allocate issues and questions to a panel member to ensure they are addressed during the discussion with the directorate team.

The panel meeting is followed by a presentation from the Directorate team. Members of the review panel have an opportunity to ask questions relating to the submitted documentation and presentation; seeking clarification where necessary, asking for additional information, or asking the directorate to respond to observations. Following this plenary session the panel will meet to highlight key points for inclusion in a final report, and to identify any residual areas where greater clarity is needed. The standard agenda for review events is presented at Appendix 3.

4.3 The Directorate presentation
The directorate has full discretion to decide the content and style of the presentation to the review panel. Within the agreed time the directorate is able to highlight key points from the self-assessment document, present complementary information or identify issues for discussion. Collectively, the self-assessment, supplementary documents and the presentation should

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[1] The current membership of the Educational Governance Group is provided at Appendix 2.

provide a comprehensive overview enabling panel members to understand the work of the directorate and the key dimensions of quality.

5. Review outcomes

The output from the review will be a comprehensive report summarising the information presented, the discussion at the event and the panel's conclusions. This report should be used by the directorate for quality improvement and will be shared widely within NES and externally. It is expected that the review will inform the directorate's strategic priorities and should be used as a reference point for the Educational Governance Executive Group and others.

5.1 Noteworthy practice, recommendations and requirements
At the conclusion of the event the panel will provide feedback to the directorate on areas of notable practice and may make recommendations relating to the enhancement of educational quality. On occasions, where issues to be addressed are considered serious, the panel may stipulate requirements. Such requirements may apply where there is evidence of serious and persistent poor quality likely to affect the reputation of NES as a whole.

5.2 The Review report
The report will be produced by the secretary to the review, who will synthesise the information provided in the self-assessment, the supplementary documents and in the directorate's presentation. The report will also record the key issues identified by the panel and the key points emerging from the discussion. It will conclude with the final remarks from the panel together with commendations, recommendations and requirements.

A draft report will be produced within two weeks of the event and will be approved by the review chair and other panel members. The report will then be forwarded to the directorate to check for factual accuracy and for comment on the review process. The directorate's comments on the review process will be incorporated in the published report. Any subsequent changes will be approved by the Chair and the relevant director.

Following final approval of the report it will be circulated to the review panel (and discussed at the next available Educational Governance Executive Group meeting) and the NES Executive Team for information. The approved report will also be presented at the Educational & Research Governance Committee who will check that due process has been followed. The report will also be published externally on the NES website (Educational Governance page).

6. The role of the Educational Governance Team

The NES Educational Governance Team based in the Educational Development Directorate will be responsible for the administration of the directorate review process. The specific duties of the Team are listed below.

6.1 Event preparation
- Arranging a planning meeting with the directorate (and taking a note of agreed actions)
- Identifying a date for the review event
- Producing a schedule for the review event
- Issuing invitations to panel members including external representatives
- Briefing panel members on the review purpose and their specific role
- Issuing guidance and the self-assessment template to the directorate
- Booking the meeting room and refreshments
- Distributing the review event agenda, final self-assessment document and the supplementary materials to review panel members. Papers should be circulated at least two weeks before the event.

6.2 At the event
- Taking notes of the discussion
- Advising the panel on process issues as required
- Contributing to the discussion as a panel member

6.3 Following the review event
- Preparing the review report
- Amending the report in response to comments and corrections from the Chair, other panel members and the directorate.
- Incorporating the directorate's comments on the review process in the report.
- Distributing the final, approved report to the review panel, the Educational Governance Executive Group, Executive Team and Educational & Research Governance Committee.
- Publishing the approved report on the NES website.

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Appendix 1

Directorate review self-assessment

This self-assessment template is for use by NES educational directorates in presenting an overview of quality management arrangements, key achievements, significant issues and quality improvement priorities. The self-assessment is used as a key part of the information presented to the review panel. It is considered together with supplementary documents and information presented by the directorate at the review event.

Name of Directorate

1. Directorate overview

This section should be used to provide an introduction to the work of the directorate. It should be used to provide essential background information on matters such as:

o   The Directorate's principal strategic objectives
o   Professional/Service contexts
o   Key relationships with external organisations
o   Size (head count and/or whole time equivalents and annual budget)
o   Key workstreams and associated budgets

2. Directorate educational quality management arrangements

Please describe the arrangements put in place by the directorate for the assurance, control and improvement of educational quality across its various workstreams. Directorates may refer to accompanying quality management manuals or other documents where relevant.

3. Notable achievements, innovations and areas of progress

Please describe any notable achievements, innovations and areas of progress relating to directorate workstreams. Evidence of such achievements may include accreditations from external bodies, innovative quality management processes, commendations from professional regulations, highly positive evaluations etc. Ideally the achievements noted in this section should contribute to NES' understanding of effective educational practice.

4. Key challenges

It is expected that directorates will face a number of challenges in developing and implementing effective educational workstreams. The directorate is asked to describe some of the key challenges affecting educational quality and performance. Examples of such challenges include low levels of participation from targeted professional groups, issues relating to the inclusivity of educational opportunities, difficulties in establishing the impact of educational programmes on health services/patient care.

5. Quality improvement priorities for next three years

Taking into account anticipated changes in service/professional contexts and the challenges described in the previous section, what are the directorate's quality improvement priorities in the period leading up to the next directorate review?

Appendix 2

Membership of the NES Educational Governance Executive Group

Jenny Bennison	Assistant Director, Postgraduate Education, Medicine	Jenny.bennison@nes.scot.nhs.uk
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Bob Parry	Associate Director, NMAHP	Robert.parry@nes.scot.nhs.uk
Judy Thomson	Director of Training for Psychology Services	Judy.thomson@nes.scot.nhs.uk
Simon Williams	Educational Projects Manager	Simon.williams@nes.scot.nhs.uk

Appendix 3

Schedule for directorate review events

AGENDA

1. Private meeting of Review Panel for introductions and initial thoughts on the submitted documents (30 minutes)

2. Welcome to Directorate Team and introductory remarks from the Chair (15 minutes)

3. Presentation by Directorate Team (45 minutes)

4. Question and Answer session (45 minutes)

5. Private meeting of Review Panel to agree key points for final report and any recommendations or requirements (30 minutes)

6. Final session with Directorate Team for feedback and closing remarks from the Chair including a summary of the next steps in the process (15 minutes)