



Meeting:	Public Board
Meeting date:	26 June 2026
Title:	PSD Scotland 2026/27 Annual Delivery Plan
Paper No.	PSDB/26/24
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1. Purpose

- 1.1. This paper is presented to the Board for decision.

2. Recommendation

Decision

- 2.1. The Board is asked to review and approve the 2026/27 Public Services Delivery (PSD) Scotland Annual Delivery Plan (ADP) for publication and note arrangements for reporting and monitoring progress during the performance year.
- 2.2. As the responsible executives we are assured that the 2026/27 PSD Scotland ADP has been developed collaboratively in line with good practice and that the deliverables reflect the organisational activity required to deliver on its statutory functions.

3. Report Summary

Situation

- 3.1. This paper presents the first ADP for PSD Scotland and establishes an overall baseline view of delivery across the organisation. It sets out what each directorate and business unit plans to deliver during 2026/27 both in terms of core 'Business as Usual' (BAU) activity and individual commissions from partner / external organisations including Scottish Government.
- 3.2. Each ADP deliverable presents planned 2026/27 delivery activity via a set of quarterly milestones and includes information relating to planned impact, strategic alignment

(including with the Scottish Government's Health and Social Care Service Renewal Framework¹), future indicative milestones (if appropriate) and any potential risks to delivery.

Background

- 3.3. The 2026/27 ADP brings together the previously separate ADPs of the two predecessor organisations (NHS Education for Scotland and NHS National Services Scotland) into a single, integrated delivery plan for PSD Scotland.
- 3.4. A draft version of the 2026/27 PSD Scotland ADP was approved by the Board in private session on 15 May 2026. As part of recommendations set out within the cover paper, the Board agreed that further work should be undertaken to consolidate duplicate and / or similar deliverables from the predecessor organisations to ensure further cohesion and a single PSD Scotland position for 2026/27.
- 3.5. The Finance & Resources Committee (FRC) scrutinised an updated version of the 2026/27 ADP at their meeting on 9 June 2026 and acknowledged the work that has been undertaken since 15 May to consolidate duplicate deliverables. FRC members confirmed they were content for the 2026/27 PSD Scotland ADP to be presented to the 26 June Public Board whilst noting ongoing work to further consolidate and rationalise the overall deliverable position. The Assessment section of this cover paper provides details of the changes that have been made to the ADP since the 15 May Board meeting.
- 3.6. In the place of a PSD Scotland strategy – which is currently in development – the deliverables within the 2026/27 ADP have been grouped via an interim theming approach that identifies each deliverable's primary intent / outcome and is aligned to initial strategic priorities now received from Scottish Government. The theme definitions are provided in Table 1 for the Board's information with the grouped deliverables included as individual appendices alongside this cover paper.

Table 1: 2026/27 PSD Scotland ADP – Deliverable Themes

Service Delivery	Deliverables that directly deliver, improve, or assure services to patients, citizens, NHS Boards, or partners including operational delivery, service transformation, quality / safety delivery, and ongoing business-as-usual services that are core to PSD Scotland's purpose.
People	Deliverables that build workforce capability and capacity across PSD Scotland and / or the wider health and care system. Internally, it includes work that strengthens culture, wellbeing, recruitment / retention, workforce planning, role design, and organisational readiness. System-wide it includes impact on people through education, training, learning pathways and faculty development.

¹ Scottish Government: [Health and Social Care Service Renewal Framework \(2025-2035\)](#) (June 2025)

Finance	Deliverables focused on financial stewardship, savings, financial governance, commercial activity, and payment / funding mechanisms that ensure PSD Scotland delivers value for money and remains financially sustainable. Specific savings for health and care are included here.
Digital	Deliverables that create, run or improve digital platforms, digital infrastructure, data capabilities, cybersecurity, digital products, and digital transformation programmes that enable national services or workforce / system outcomes.
Health Inequalities	Deliverables whose primary aim is to reduce unfair and avoidable differences in health outcomes by improving equity of access, capability, and outcomes for groups experiencing disadvantage including targeted prevention, inclusive practice, anti-discrimination capability, and population health equity approaches.
Climate	Deliverables that support PSD Scotland's contribution to the climate emergency response and sustainability, including carbon reduction, sustainable estates / operations, sustainable procurement, and embedding sustainability awareness into workforce education / training.

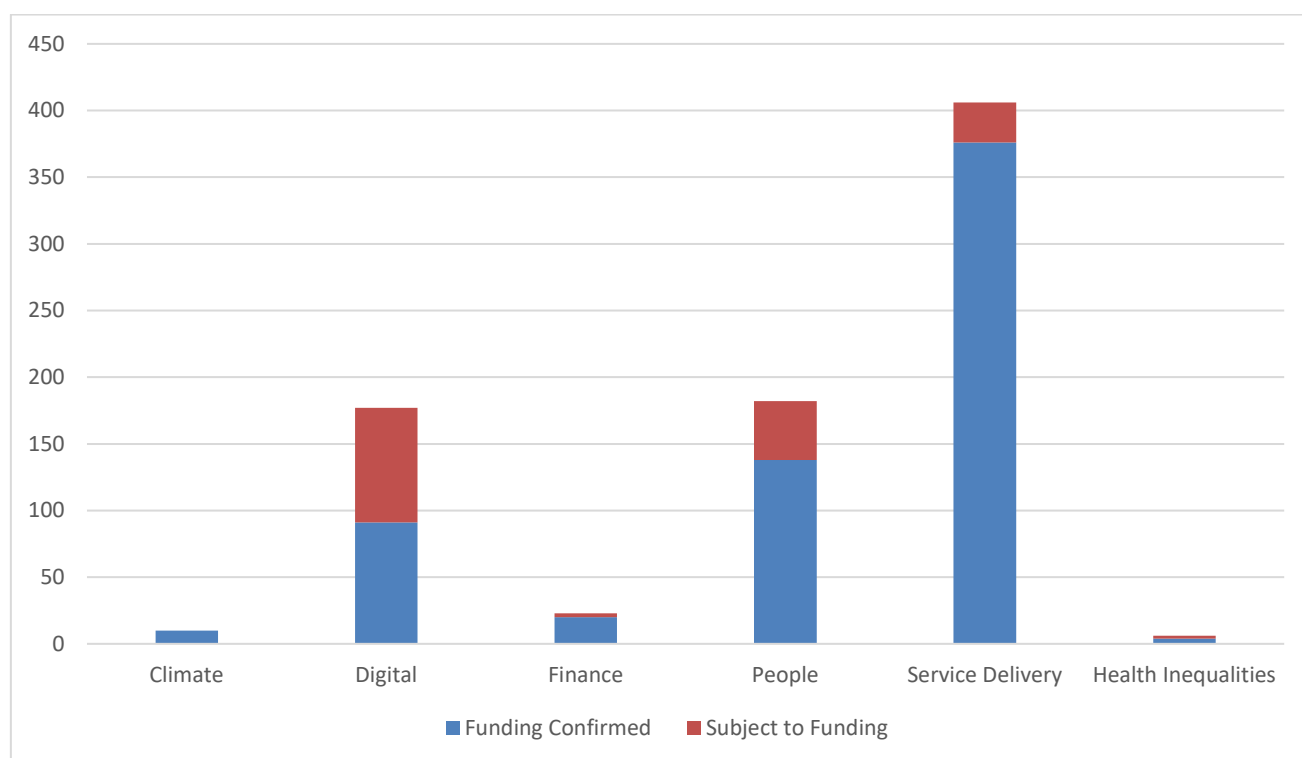
- 3.7. The deliverables within the 2026/27 PSD Scotland ADP are also categorised in terms of their funding position i.e. whether they have confirmed funding attached or whether delivery during 2026/27 is still 'subject to funding'.
- 3.8. Following the Board's approval on 15 May, a copy of the draft 2026/27 PSD Scotland ADP was shared with our Scottish Government sponsor team. A further iteration will be shared after the 26 June Public Board and active dialogue and engagement on performance will be maintained during the performance year through both informal and formal sponsorship discussions.

4. Assessment

- 4.1. Using the themes set out in Table 1, the 2026/27 PSD Scotland ADP has the following breakdown:

Table 2: 2026/27 PSD Scotland ADP – Deliverable Overview

Theme	Funding Confirmed	Subject to Funding
Climate	10	0
Digital	91	86
Finance	20	3
People	138	44
Service Delivery	376	30
Health Inequalities	4	2
Totals	639	165



- 4.1.1 The Board is also asked to note that discussions with Scottish Government Sponsor Team on the deliverables subject to funding in Table 2 are being actively progressed.

2026/27 PSD Scotland ADP Development since 15 May Private Board

- 4.2. Since the 15 May Private Board meeting the PSD Scotland Planning team has worked collaboratively with directorates to consolidate duplicate / similar deliverables identified within the 2026/27 ADP, ensuring a clear PSD Scotland position.

- 4.3. Table 3 provides an overview of the areas targeted for consolidation and the pre-consolidation / post consolidation deliverable position. It also highlights where any new deliverables have been created during the consolidation process. The Board will wish to note that the consolidation process has resulted in a small reduction of ADP deliverable numbers overall.

Table 3: 2026/27 PSD Scotland ADP – Consolidation Process Overview

Consolidation Theme	No. of ADP deliverables	
	Pre-Consolidation	Post-Consolidation
Finance	11	5
People & HR	6	4
Planning	3	4*
Communications	2	1
Equality, Diversity and Inclusion	2	2
Anchors	2	1
Freedom of Information & Records Management	2	2
Whistleblowing & Public Protection	2	2
Realistic Medicine	3	1
Totals	33	22

* The increase in the number of planning-related deliverables reflects the development of two new deliverables during this ADP iteration. One new deliverable has been added to reflect the development of a PSD Scotland strategy during 2026/27 and another has been added to highlight the development of a co-ordinated Public Inquiries and External Scrutiny function to support a wider range of external scrutiny activities.

Further ADP refinement

- 4.4. Further work is required to agree a threshold and operational definition for what constitutes an ADP deliverable (as opposed to Directorate / Business Unit deliverable managed locally) and therefore what should be included in the ADP. The Planning Team continue to work across the organisation to support consistency and agree key principles. This work will continue throughout 2026/27 and inform our approach to planning for future years.

2026/27 ADP Reporting & Monitoring

- 4.5. Delivery performance against the ADP will be scrutinised quarterly by the Finance and Resources Committee prior to being presented to the Board. Work is underway to develop a performance reporting approach that uses best practice from both predecessor organisations to provide a clear and accurate PSD Scotland position.
- 4.6. The Board will recognise that the 2026/27 ADP is a dynamic document that will further evolve during the course of the year, either as a result of ongoing changes within our operating environment and / or the fluid nature of certain aspects of PSD

Scotland's work. As part of ongoing ADP governance and updates to both the Finance and Resources Committee and the Board, an agreed change control process will be applied to ensure that any changes throughout the year are clearly articulated.

Quality, Value, Care and Technology

- 4.7. Deliverables (406) impacting quality, value and care can be found at appendix one.
- 4.8. Deliverables in relation to technology (177) can be found at appendix four. It is of note that of the 177 deliverables, 49% remain subject to confirmation of funding.

Workforce

- 4.9. Deliverables impacting workforce (182) can be found at appendix two.

Financial

- 4.10. Deliverables in relation to finance (23) can be found at appendix three.
- 4.11. In addition, the bar chart within 4.1 highlights that of the 804 deliverables, 639 currently have funding where 165 are awaiting confirmation.

Education and Training

- 4.12. Education and Training is a core responsibility of PSD Scotland carrying from the predecessor organisation (NES). As such there are a significant number of deliverables in relation to Education and Training. Per the operational definitions, these have been categorised as part of the People theme (appendix two) and represent 115 confirmed / 44 subject to funding deliverables.

Information Governance

- 4.13. This paper does not identify any new or additional Information Governance impacts beyond existing organisational obligations. The ADP includes deliverables that will require ongoing compliance with the Data Protection Act 2018 and UK GDPR (including appropriate Data Protection Impact Assessments (DPIAs) where required), and continued adherence to PSD Scotland arrangements for records management, information security, confidentiality and information sharing.

Environmental and Climate Sustainability

- 4.14. Deliverables in relation to environmental and climate sustainability (10) can be found as appendix six.

Equality, Diversity, Human Rights and Health Inequalities

- 4.15. The consolidated 2026/27 PSD Scotland ADP includes deliverables which specifically support equality, diversity, inclusion, human rights and / or the reduction of health inequalities, including: education, diversity, inclusion education and training for the health and social care workforces and the deliverable on Public Sector Equality Duty (PSED) to ensure Equality Impact Assessments (EQIAs) are completed to a suitable quality and standard.

- 4.16. In addition, the ADP has been structured to explicitly identify deliverables whose primary aim is to reduce unfair and avoidable differences in health outcomes through its Health Inequalities theme definition (detail found as appendix five), supporting clearer reporting and scrutiny of equity focused activity.
- 4.17. Across the full portfolio, PSD Scotland will embed equality, diversity, human rights and health inequalities considerations through routine governance and delivery arrangements and will ensure that an EQIA is completed or updated where required as deliverables are developed.
- 4.18. A Children's Rights Impact Assessment for the PSD Scotland ADP will be undertaken during 2026/27.

Other Impacts

- 4.19. Planning, delivery and reporting of the 2026/27 ADP will have short to medium term impact in co-ordination effort as consolidated processes are embedded and clear internal change management and communications are established.

Risk Assessment/Management

- 4.20. Since this is the first ADP for PSD Scotland bringing a change of approach, there is a risk of an increasing reporting and co-ordination burden as well as poor data quality (due to evolving thresholds and consolidated deliverable ownership). These could reduce the clarity and the value of quarterly reporting for scrutiny.
- 4.21. This will be mitigated through standardised quarterly reporting templates and guidance (including RAG milestone expectations) and light-touch quality assurance in the initial reporting cycles to improve consistency, remove reporting burden over time, and strengthen the value of Committee scrutiny.

Communication, Involvement, Engagement and Consultation

- 4.22. Discussions have taken place with external stakeholders, as part of the development of individual deliverables, for example where programmes of work are to be delivered or where Scottish Government policy is required to be implemented. Internal engagement at Directorate and Transitional Leadership Group level has also featured strongly in the development of this plan.

Route to the Meeting

- 4.23. The following groups have previously considered this as part of their development. The groups have either supported the content or their feedback has informed the development of the content presented in this report.

Date	Meeting	Purpose
19/03/2026	NHS Education for Scotland (NES) Private Board	Approve final draft of 2026/27 NES ADP
20/03/2026	NHS National Services Scotland (NSS) Board	Approve draft of 2026/27 NSS ADP
05/05/2026	Transitional Leadership Group (TLG)	Approval of Board Cover Paper and draft consolidated 2026/27 PSD Scotland ADP
15/05/2026	PSD Scotland Private Board	Approval of initial draft of 2026/27 PSD Scotland ADP.
09/06/2026	PSD Scotland Finance & Resources Committee	Scrutinise updated iteration of 2026/27 PSD Scotland ADP.

5. List of appendices

- 5.1. The following appendices are included with this report:

- Appendix 1, Service Delivery List of Deliverables
- Appendix 2, People List of Deliverables
- Appendix 3, Finance List of Deliverables
- Appendix 4, Digital List of Deliverables
- Appendix 5, Health Inequalities List of Deliverables
- Appendix 6, Climate List of Deliverables