



2025/26

Annual Delivery Plan

Template: ADP1

NHS Board: NHS Education for Scotland

2025/26 Annual Delivery Plan

Introduction

As the education, training, workforce development, data and technology provider for health and social care in Scotland, NHS Education for Scotland (NES) supports people who work in health and social care to get the education, training and skills they need to provide good quality care for people in Scotland.

Our vision and purpose are set out in our [Corporate Strategy 2023-26](#), and through the delivery of our work programmes we are seeking to create a workforce that meets the needs of the health and social care system and the people of Scotland - by working in partnership with our staff, learners and stakeholders.

As an organisation, we are adaptable, creative, and responsive to the needs of the workforce and the communities they serve. We work with our learners, educators, partners, stakeholders and people with lived and living experience to continually improve our education and training to support good quality health and social care. We do this by developing learning that has robust academic underpinnings and is informed by research.

We use data and intelligence to help us plan, in partnership for the future, using technology and innovations to support the best clinical and social care practice, education, and training.

We are firmly committed to improving population health, reducing health inequalities and working nationally and locally with partners to make a positive and lasting impact to the wellbeing of the people of Scotland.

We recognise the unprecedented scale of the financial challenge across health and social care, as well as the ongoing fiscal concerns in academia. Through the development of our delivery and financial plans have taken a prioritisation approach, identifying opportunities for savings to be made without significant adverse impact on the delivery of SG priorities or ministerial commitments as well as areas where with enhanced resources we can deliver significantly greater benefits for the health and social care system, and efficiencies overall, such as our Digital Learning Infrastructure programme. We have also built best value into all activities, including specific priority deliverables such as the Business Transformation Programme which is aimed at delivering efficiency and improvements and enhancing value for money.

During 2025/26 we will be refreshing our Corporate Strategy, ensuring alignment with the population-based planning approach and the principles of health and social care reform, as well as strengthening our focus on pedagogical research and innovation, maximising the use of digital technologies and broadening our partnership working to enhance our impact and the delivery of improved health and wellbeing outcomes.

Our Annual Delivery Plan (ADP) for 2025/26 as set out herewith and in Appendix 1, focuses on a 3-year planning horizon, providing detailed deliverables and milestones for Year 1 and indicative milestones for years 2 and 3, where appropriate. The plan outlines our intended areas of focus in the context of our

NES Strategy 2023-26 and the Medium-Term Priorities, agreed with our Scottish Government sponsor team in 2023 as part of developing our Medium-Term Plan.

This document sets out our delivery intent aligned to the draft NES Financial Plan for 2025/26. It is however recognised that this ADP will continue to evolve in line with ongoing dialogue with the Scottish Government Health and Social Care Directorate in respect of priorities and will thus be updated regularly throughout the year.

Section A.1: Planning Context for 2025/26

Our delivery plan has been developed in line with NHS Scotland Delivery Plan Guidance issued for 2025/26, taking account of ministerial priorities and ongoing activity to achieve more coherent planning across the health and social care system. The Plan seeks to set out what will be delivered in the coming year in support of the planning priorities outlined in the NES specific planning guidance as well as the broader asks of all NHS Board.

In shaping this plan and prioritising our areas of focus we have used the following principles to guide our operational planning activities:

1. Strategic alignment

Directly supporting the furtherance of NES's corporate strategy and objectives as well as those of NHS Scotland, including improving population health and reducing health inequalities.

2. Evidence-based impact

Favouring programmes and resources with demonstrated effectiveness in improving workforce capabilities, learner outcomes and return on investment.

3. Value for money

Ensuring all programme areas deliver maximum benefit relative to cost, adhering to best value principles in public spending.

4. Person-centred approach

Prioritising education and training that builds system capacity and capability in the delivery of value based health and care, enabling shared decision-making and personalised care.

5. Health equity focus

Allocating resources to address identified gaps in workforce skills related to tackling health disparities and supporting underserved populations.

6. Innovation and transformation

Supporting initiatives that drive innovation in service delivery and prepare the workforce for evolving models of care.

7. Collaborative partnerships

Prioritising programmes that leverage partnerships across health, social care, and education sectors to maximise impact and resource efficiency as well as cross-

directorate partnerships which increase efficiency, effectiveness and Once for NES ways of working.

8. Workforce sustainability

Investing in education and training that addresses critical workforce shortages and supports long-term workforce planning.

9. Digital enablement

Favouring initiatives that enhance digital skills and leverage technology to improve learning accessibility and effectiveness as well as care delivery.

10. Quality improvement

Prioritising programmes that embed continuous improvement methodologies and support a culture of learning within the health and care system.

11. Preventative focus

Allocating resources to education and training that supports upstream interventions and population health management.

12. Interdisciplinary collaboration and learning

Prioritising programmes that promote interdisciplinary collaboration and break down professional silos across the health and social care system and internally within NES.

NES Planning Priorities

Within Appendix 1 we have articulated 156 deliverables for 2025/26, and a further 45 which are dependent on funding that is yet to confirmed. Quarterly milestones have also been provided to ensure delivery of our plan can be subject to robust performance management and progress reporting. These are still to be developed in some instances whilst programme level discussions with Policy colleagues take place.

Deliverables have been aligned to the NES Planning Priorities, as set out in the Planning Guidance and our strategic themes to build a picture of how the activity conducted throughout 2025/26 will contribute to the achievement of NES's longer-term goals and strategic objectives as well as national priorities.

Where appropriate (e.g. NHS Scotland Academy) deliverables have been developed in collaboration with our partner Boards and shared across our Plans.

Section A.2: NES Priorities

Appendix 1 outlines the deliverables in respect of our work priorities for 2025/26 and has been shaped in the context of the priorities outlined within the Planning Guidance issued to NES in December 2024 (detailed in Table 1). It also reflects national priorities in respect of health and social care and the specific commissions received to date from Scottish Government Health and Social Care Directorate for delivery during 2025/26.

In developing our plan, assumptions have been made in respect of deliverables arising from some of our commissioned activity as Deliverable Agreement discussions will only conclude during February 2025. The plan will be updated to reflect the position reached before being finalised.

An extension of the strategic priorities outlined in the NES Strategy into 2026/27 and beyond has also been assumed for planning purposes given the ambitious nature of the direction set, its alignment with national recovery drivers and the significant support expressed to date by our stakeholders.

As an organisation we understand the pivotal role we can play in supporting the NHS Reform agenda and this will feature strongly in our evolving strategic direction as we seek to develop the next iteration of the NES Strategy. Looking ahead, we will further increase our focus on being evidence led – using pedagogical research to inform our approach to education and training; and, strengthening the use of population health data to inform national workforce planning through scoping a workforce observatory approach (SG commission dependent). We will also seek to embrace and champion the further opportunities that exist in relation to workforce diversification to meet the needs of our population and future workforce.

Table 1: NES Planning Priorities

Education & Training
<ul style="list-style-type: none"> • Continue to provide leadership to and delivery of high-quality education, training, and workforce development for the health and social care workforce. • Advise on the education and training capacity for health and social care disciplines across Scotland to ensure it meets future workforce requirements. • Refocus elements of medical education to improve trainee experience in partnership with SG, four nations, Boards, GMC, Royal Colleges, and other relevant partners.
Workforce Development
<ul style="list-style-type: none"> • Deliver education, training, and workforce development activities to support continuous professional development, role development, and transformation across the range of health and social care disciplines. • Work with partners across the system and the Centre for Sustainable Delivery to lead on the identification, assessment, and implementation of new workforce models involving role redesign and transformation to optimise care pathways.

<ul style="list-style-type: none"> Work with partners across the social care sector to design and deliver workforce development activities to increase the capacity and capability of the social care workforce.
Digital
<ul style="list-style-type: none"> Deliver SG digital priorities in line with the Digital Health & Care Strategy, including the development of the National Digital Platform and the Digital Front Door programme. Provide access to accessible and dynamic, digital learning and education infrastructure for Health and Social Care.
Data
<ul style="list-style-type: none"> Continue to deliver timely and accurate publications as the national provider of workforce statistics for NHSScotland. Improve the range, quality, and granularity of workforce data through understanding and meeting user needs, developing coherent systems across partners, and enhancing data analysis and reporting.
Innovation & Research
<ul style="list-style-type: none"> Work with the Chief Scientist's Office, Scottish Health and Industry Partnership Group, Accelerated National Innovation Adoption (ANIA) Pathway, Innovation Design Authority, and HEIs to scope and support the skills and training required to deliver and implement health care research, development, and innovation.
Best Value
<ul style="list-style-type: none"> Identify and adopt actions designed to maximise the efficiency of the organisation, clearly demonstrating best value in its work and ensuring coherence with activity being delivered by partners to deliver a more sustainable and affordable Health and Social Care system.

Section B: Finance

The Financial Plans for 2025/26 – 2027/28 were developed prior to the Scottish Draft Budget announcement on 4 December 2024, using the initial Scottish Government (SG) planning assumptions for 2025/26 and the continuing savings target SG asked NES to develop options for in 2024/25.

The NES baseline along with other non-patient facing national boards was reduced by 15% in 2024/25. Following discussions with SG it was agreed that this was not possible in one year. SG Finance agreed to provide recurring financial support to ensure a breakeven position, while NES developed a longer-term savings plan.

In 2024/25 NES identified £3.5m of savings with SG Finance providing £12.2m in recurring financial support. The Draft Financial Plan provides a breakeven position supported by a same level of recurring allocation of £12.2m from SG Health Finance.

Significant work has been undertaken to date to develop a savings plans which will reduce the level of support needed from SG Health Finance in all three years of the financial plan. Further work is required to ensure the identified savings proposals do not impact the delivery of our services. These savings plans will be presented to our Board at the private meeting on 6 Feb for further consideration. It

is our intention that the savings plan that we are working on for consideration by our Board will allow the anticipated allocation drawdown to be considerably less than its current level.

For future years our position is currently not balanced and will require a partial reinstatement of the baseline reduction from 2024/25. It is anticipated that any further savings programmes will have a detrimental impact the number of trainees and quality of education in the medium to long term to ensure financial sustainability.

Section C: Infrastructure

The NES property strategy which commenced in 2023 is to collaborate with other NHS Boards to share space and take advantage of lease breaks to reduce our footprint. In 2023 NHS 24 moved into our leased property in Aberdeen and we are currently arranging a co-location with PHS in premises in Glasgow to utilise surplus space that is currently under a long-term lease by Transport Scotland. The fit out for the Glasgow property began in the Autumn of 2024, however, there have been delays to the completion of the fit out due to the contractor going into administration in late November 2024. A new contract has been appointed and the work is expected to complete spring 2025.

Also in 2024 we consolidated our footprint in Dundee moving staff from our Ninewells base to the Dundee Dental Education Centre (DDEC), returning the Ninewells location to University of Dundee and making a significant financial revenue saving for NES.

Finally in 2024 we have reduced our footprint in the Edinburgh property (Westport) from 2.5 floors to 1.5 and agreed a collaboration with NHS Lothian to occupy the space that we have relinquished. This will result in a very substantial revenue saving for both Boards. The final approval to extend the lease on Westport beyond the lease break in July 2025 is currently with Scottish Government.

Our plan for 2025/26 is to reduce the space in our leased property in Inverness. Work is currently underway to scope out the requirements for NES going forward.

Our remaining 3 leases are with other health boards for our Dental Education Centres based in Edinburgh, Glasgow and Aberdeen. There are no plans to move from these locations in the very short-term, but we will revisit these occupations shortly, particularly our occupation of Aberdeen Dental Education Centre.

Section D: Value Based Health & Care

A 3-year commission from Scottish Government was agreed for 2023-26 to support the delivery of Action 1 of the Value Based Health and Care Action plan which was published in 2023 to support health and care professionals to deliver Value Based Health and Care:

Action 1

The Scottish Government and NES will engage with NHS Boards, education providers and wider partners to inform the education, training and tools to support kind and careful care, and the day to day practice of Realistic Medicine.

Expanding the range of learning resources available to support the workforce in practising realistic medicine and delivery of value based health and care is also a medium-term priority for NES.

Building on work already undertaken, we have proposed the following activity in the final year of this three-year programme. This will be subject to further discussion with Policy colleagues prior to finalisation of our delivery plan.

- Continue to support Higher Education Institutions to embed realistic medicine and value based health and care in postgraduate and undergraduate curricula,
- Continue to develop senior leaders training on realistic medicine and value based health and care and,
- Continue to create the education resources and structures to foster a culture of stewardship and support development of a realistic medicine and value based health and care academy in Scotland.

Section E: Workforce

The [NES Strategic Workforce Plan 2022-2025](#) was developed in partnership with input from stakeholders across NES in order to plan for a flexible and adaptive workforce that can support NES in the successful delivery of our strategic ambitions. The plan was also developed in accordance with Scottish Government guidance and aligned to the Six Steps of Workforce Planning methodology.

Delivery of our Workforce Plan is a strategic priority for NES as set out in our Strategy for 2023-26 and will be at both organisational and directorate levels with the key themes being building future capability, succession planning, attraction and retention. The Workforce Plan is supported by a strategic action plan which continues to be progressed with the aim of delivering effective change to practices and processes to enable having the right people, with the right skills, in the right place, at the right time.

Delivery of the strategic action plan is progressing through a phased approach, linking to the strategic workforce plan actions, and involving the use of both quantitative and qualitative data across directorates to monitor progress, reporting via the Staff Governance Committee.

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In response to fiscal challenges, our Workforce Planning team have conducted a review of organisational capacity and capabilities, offering Directorates clearer insights into their strategic priorities, and identifying the capacity and capability needs required for effective delivery. This review has also highlighted opportunities adding value across NES through different ways of working and support to develop and implement a new Target Operating Model will be a key priority of our workforce planning activity in 2025/26.

Insights gathered during the annual operational planning cycle has informed the development of the NES Capabilities Plan, a core component of the NES Organisational Development (OD) Plan. This plan will provide a structured framework for ongoing capacity and capability development tailored to each directorate, to ensure our people have the skills and resources needed to deliver on our priorities as set out in this Delivery Plan.

NES implemented the Optima Allocate and Loop systems for all staff in April 2024. Roster management, leave requests, and the approval process are fully operational on Optima. Additionally, we are currently piloting the timesheet functionality within the Allocate Loop system.

We continue to perform well in respect of sickness absence and regularly scrutinise and monitor our performance in this area through our Key Performance Indicators. We have fully implemented the NHSScotland Attendance Policy and have developed additional support for line managers to ensure they have the skills and confidence to encourage attendance and support employees, where health issues impact on their ability to be at work.

Looking ahead, we will continue to apply more stringent internal process to our recruitment practices in response to the challenging financial landscape and budgetary constraints. We will also continue to collaborate with partners to identify opportunity for workforce diversification, shared roles and new ways of working which increase our efficiency and effectiveness. This will include the progression of our Business Transformation Programme which has been established with the purpose of increasing quality, efficiency and effectiveness across administrative and support services through a technology enabled and agile model of delivery.

In our role as the official provider of workforce statistics, we will also prioritise working closely with Health Board colleagues to support them in addressing issues impacting on the timeliness of workforce data.

In the final quarter of 2023/24 NES published its first [Learning and Education Strategy](#) setting out how we will provide high quality learning opportunities, aligned to and informed by the needs of the health and social care system, individuals, and partners to support the delivery of better outcomes for people across Scotland and the sustainability of health and social care services. Learning and education is at the heart of what we do in NES, and we will continue to progress delivery in line with the direction, principles and priorities outlined to fulfil our overall purpose and vision as an organisation, to deliver maximum benefit for the health and social care workforce.

Collaboration and partnerships are our default approach to developing and supporting learning and education across health and social care. We understand our place in the broader system and act accordingly, working collectively with partners, learners and those with lived and living experience to provide best value and improved outcomes. We work in partnership with NHS Boards, Health and Social Care Partnerships, Local Authorities, and the Voluntary and Independent Sectors. Collaboration with Further/Higher Education Institutions is also central to our delivery, to ensure education curriculums offered can respond to the changing population health needs. We note the ask within the Planning Guidance for all Boards to detail the work they are taking forward in partnership with Further/Higher Education Institutions and understand that this to build a picture of activity across Scotland. NES currently commissions 16 out of 19 Scottish Universities to deliver education and training in support of developing the health and social care workforce and we would welcome sight of the information gathered in respect of activity within other Boards so we can better support the local relationships and ensure there is no duplication with what we do nationally.

Section F: Digital & Innovation

NES is actively contributing to the national Digital Health and Care Strategy by focusing on several key areas to enhance the care and wellbeing of people in Scotland through digital technologies.

1. **National Digital Platform:** We are leading the development of a national digital platform that allows both citizens and healthcare professionals to access and understand the information they need, whenever and wherever they need it. This platform aims to integrate various health and care systems, making data more accessible and useful.
2. **Digital Front Door:** We are developing a single unified platform for accessing health and care information and services online. This will provide unified access reducing the need to access multiple channels, empower self-management by providing citizens with access to their personal health records and reliable health information and will build on the digital advancements made during the pandemic, streamlining and enhancing the delivery of health services.
3. **Digital Skills and Training:** We are committed to improving the digital skills of the health and social care workforce. This includes providing training programs and resources to ensure that staff are proficient in using new digital tools and technologies.
4. **User-Centred Design:** We are placing a strong emphasis on designing digital solutions that are user-friendly and meet the needs of both patients and healthcare providers. This approach ensures that digital technologies are effectively integrated into everyday practice.
5. **Innovation and Collaboration:** We are collaborating with a range of stakeholders, including health boards, local authorities, and other partners, to foster innovation in digital health and care. This collaborative approach helps to ensure that new technologies are adopted and implemented effectively across the healthcare system.

In addition, we continue to work collaboratively to support the scaling and adoption of innovation at a national level. We are the digital delivery partner for the Accelerated National Innovation Adoption (ANIA) pathway to fast-track the adoption of proven technological innovations across NHS Scotland and as part of our work in this area, during 2025/26 we will continue to:

- support the identification and assessment of new health technologies that have the required impact and evidence base for accelerated adoption.
- ensure that healthcare professionals are trained and educated on the new technologies and innovations being adopted.
- work in partnership with the Centre for Sustainable Delivery (CfSD) and other stakeholders to ensure a coordinated approach to innovation adoption.
- support the national rollout of technology and associated changes to clinical pathways across NHS Scotland.
- play a role in monitoring and evaluating the impact of adopted innovations to ensure they meet the desired outcomes and continue to benefit patients and healthcare staff.

During 2024/25 we completed our second Digital Maturity Assessment, using the results to identify our strengths and areas where improvements would be beneficial. During 2025/26 our digital maturity assessment will be considered alongside the results of an organisational assessment of our capabilities and competence in respect of the Digital and Data Capabilities Framework. By understanding our performance in these areas, we will make informed decisions about resource allocation, and prioritisation to ensure we can optimise the use of digital and data technologies across our workforce. In support of this we have recently established a Digital Confidence and Capacity strand within our Corporate Improvement Programme with the aim of empowering and enhancing our workforce and influencing a culture that embraces emerging technologies and best practices to effectively innovate, support collaboration and drive organisational effectiveness.

In respect of the Refreshed Public Sector Cyber Resilience Framework, we continue to perform well in this area and increased our NIS audit score during 2024/25 from 85% to 92%. During 2025/26 we will prioritise several areas of improvement to safeguard NES information systems and data from cyberattack including undertaking a comprehensive Security Audit, reviewing Equipment Lifecycle Standards, undertaking an Infrastructure Gap Analysis and strategic workforce planning to address resourcing and skills gaps.

Section G: Climate

In 2024/25 we published our first [Climate Emergency and Sustainability strategy \(2024 – 2027\)](#) detailing our role in supporting NHS Scotland commitments towards net zero.

Throughout 2025/26 we will continue to deliver on our strategic intent as set out, progressing a range of activities aimed at reducing our own direct emissions as an organisation, as well as embedding climate emergency and sustainability practices within education and training for the health and social care workforce.

Section H: Anchors Activity

In 2024/25 NES developed its first Anchors Strategic Plan, setting out its intentions and contributions as an Anchor Institution and explaining how our work as a learning organisation can improve outcomes for local communities and the environment.

By collaborating with our local and national partners we continue to use our expertise in the delivery of high-quality education and training, skills development and employability and the innovative use of technology to support transformative change for current and future generations.

To advance our Anchors Strategic Plan (ASP) for 2025/26, we will focus on achieving specific, measurable, achievable, relevant, and time-bound (SMART) objectives which align with the asks of NES in respect of the Health and Social Care Anchors programme. Firstly, we aim to secure accreditation as a Real Living Wage Employer by 31 March 2026, ensuring fair compensation for all employees. We will enhance our governance and reporting of Anchors activity through quarterly updates to the NES Planning and Performance Committee, starting from Q1 2025. Additionally, we will refresh our Volunteering Policy by the end of Q2 2025 to better support community engagement and involvement. We will secure Equally Safe at Work accreditation by March 2026 and will formalise our arrangements for the provision of redundant IT equipment to community groups, by Q3 2025. In addition, we will complete our previous Stage 1 action in respect of a report and analysis on apprenticeships and earn as you learn opportunities by May 2025 and subject to funding, will progress with the Stage 2 action of supporting a detailed work plan for establishing diversified earn as you learn training pipelines, providing progressive opportunities for new and existing staff by March 2026.

We will also continue to provide strategic support to and engagement in the Anchors Workforce Strategic Group and Place and Wellbeing Programme Board. We will provide ongoing data and dashboard support for national ASP metrics through the NES Data Team as well as leadership, support and professional advice to the Entry Requirements Task and Finish Group. We will also support implementation of the Anchors Applicant Experience Recommendations through the Centre for Workforce Supply, our marketing and attraction activity and careers

website development. These objectives will be monitored and reported regularly to ensure alignment with our strategic goals and national priorities.

Section I: Transforming NES

During 2023/24 NES launched a programme of corporate improvement aligned to the delivery of its new Strategy for 2023-26 and published a [Transformation Routemap](#) articulating the significant change activities being progressed across the organisation over the next three years to support and enable delivery of our Strategy and Medium Term Plan, ensuring we are able to meet the needs of our stakeholders both now and into the future. Our Transformation Routemap was refreshed during 2024/25 to articulate progress made in the first year of delivery, and what staff and stakeholders can expect to see during the next 2 years of delivery.

The delivery of strategic priorities, organisational corporate improvement and transformational change is facilitated by our Programme Management Office (PMO) and overseen by a Transformation Group, reporting to the NES Executive Team. The PMO will continue to work with colleagues across all directorates to ensure a cross-directorate approach is taken to delivering organisational priorities as move into the implementation phase and will take an active role in coordinating our redesign activity as we move to a new target operating model.

Section J: Risk Management

Within NES we manage risk through an integrated risk management approach. Risks are managed through programme, Directorate and Strategic risk registers supported by escalation and de-escalation processes which ensure good governance.

Our delivery plan as outlined is subject to a number of current risks on the Board's strategic risk register. The relevant risks and their position in respect of adherence to the Board's current risk appetite is shown below. Mitigating actions to address areas out with appetite are identified and being implemented as far as possible within the organisation's scope of control.

Risk	Title	Position
SR2	Disproportionate amount of non-recurrent funding, without conversion to recurrent funding	
SR3	Failure to recruit and retain sufficiently experienced and knowledgeable people.	
SR5	NES does not put in place adequate corporate infrastructure to support the Transformation Routemap.	
SR9	NES does not put sufficient measures in place to address ongoing cost and funding pressures leading to misalignment with Scottish Government priorities and expectations.	

SR10	Failure to adequately anticipate and mitigate the impacts of policy, legislative, economic, technological and societal change.	
SR11	Poor learning outcomes and learning experience for our stakeholders.	
SR12	Insufficient investment in TURAS Learn and other NES learning platforms.	

Management of these risks will continue as part of business as usual processes with quarterly reporting of all strategic risks to the Audit and Risk Committee and NES Board. In addition to the strategic risks outlined above, it should also be noted that ongoing discussions in respect of priorities and funding for 2025/26 and the impacts which may result in respect of resource pose an ongoing operational risk to the delivery of the activities outlined in this draft plan. This will be borne in mind as discussions reach their conclusion and be reflected through risk management arrangements.

Section K: Measuring Impact

The work we do in NES affects everyone who works in and with health and social care services, as well as every person in every community in Scotland. Our NES Corporate Strategy for 2023-26 outlines the difference we want to make, in line with national ambitions for health and social care, and our commitment to preparing and shaping the workforce for the future to deliver quality care and services and improve outcomes for people in Scotland.

In 2023/24 we introduced a new way of managing performance through the introduction of strategic Key Performance Indicators aligned to our strategic priorities and in 2024/25 we undertook a review of our progress so far and identified areas where we need to further evolve our performance management approach to ensure that we have the data and intelligence to guide our strategic decision making and evidence our impact, as well as delivering on the relevant areas of the national performance framework.



In developing our delivery plan we have mapped our deliverables to our strategic KPIs to build a picture of how our delivery activities which will drive performance against our key metrics. During 2025/26 we will further evolve some of our measures to ensure they remain aligned to our strategic direction and we will enhance scrutiny and assurance of organisational delivery and performance through the establishment of a new Board Committee with a remit for Planning and Performance.