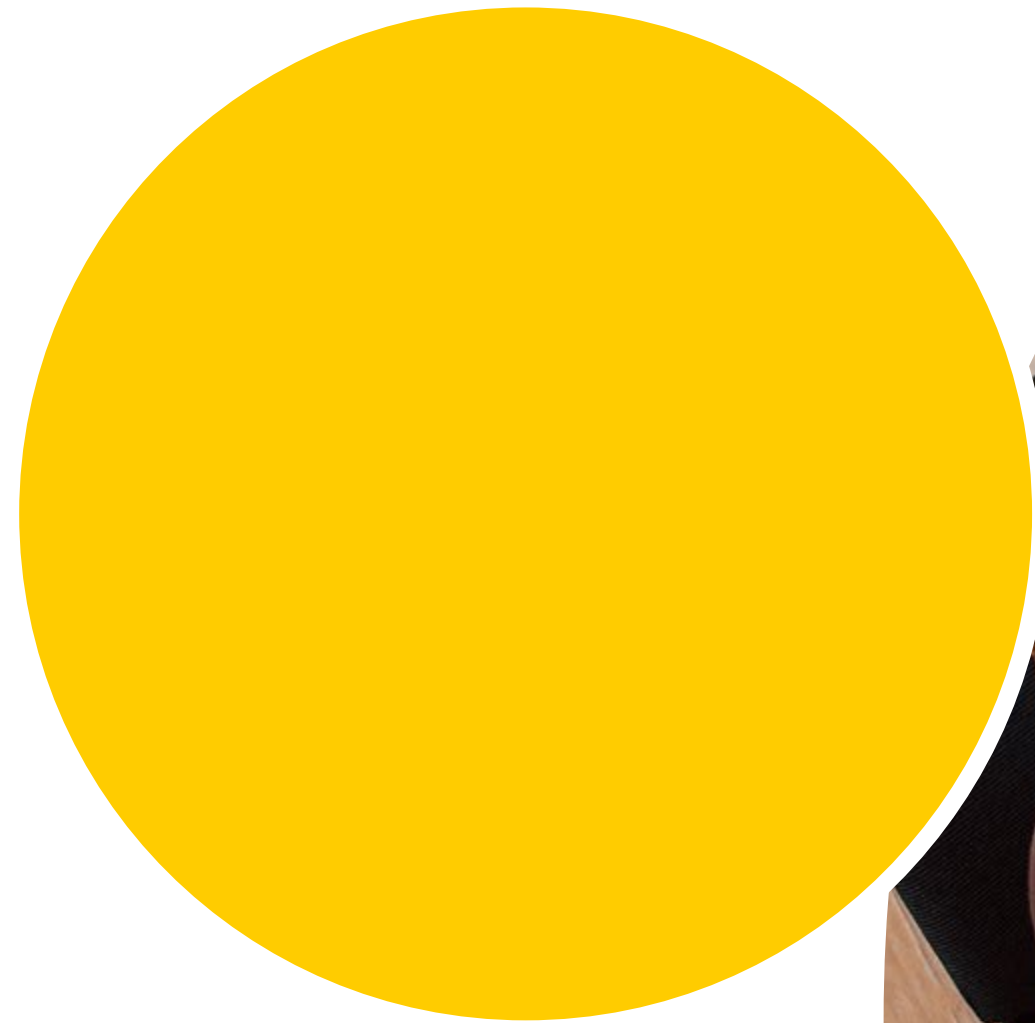
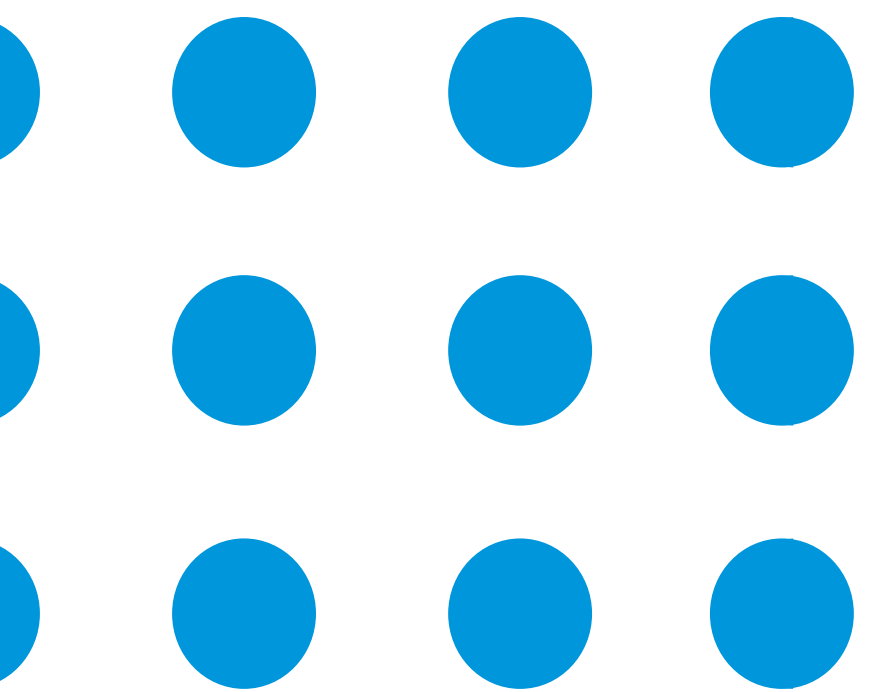


# NHS National Services Scotland Strategic Framework 2024-2026





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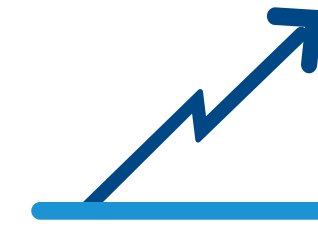
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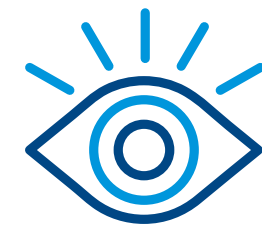
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## This framework sets out our purpose, vision, values, priorities and objectives.

Our strategic approach was agreed in 2019 and has served us well for the last five years, helping us to maintain our core services, create new services in support of Scotland's COVID-19 response and establish new relationships with organisations involved in health and care.

We believe this approach will continue to serve us well as we work with NHSScotland to address its challenges, support recovery and renewal across health and care and help improve health outcomes.

This is a refreshed version of our strategic framework and acts as the foundation to support the plans, commitments and deliverables we will make in response to the health and care needs of the NHS and the people in Scotland. Our delivery plans set out more detail on how we will deliver against our framework.



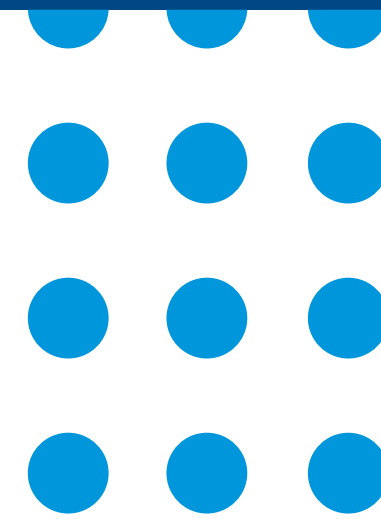
## NHS National Services Scotland (NSS) was established to provide services that were common to all health boards in Scotland.

NSS started operating on 1 April 1974 because of [The National Health Service \(Functions of the Common Services Agency\) \(Scotland\) Order 1974](#). Our mandate was to provide national strategic support services and expert advice to Scotland's health sector whilst maximising health impacts and cost savings. This remains central to our purpose as we approach our 50th anniversary.

In 2013, the [Public Services Reform \(Functions of the Common Services Agency for the Scottish Health Service\) \(Scotland\) Order 2013](#) extended the remit of NSS enabling the provision of services to other bodies, including local authorities and government departments.

The following year, the [Public Bodies \(Joint Working\) Scotland Act 2014](#) reinforced this requirement to maximise health, financial and environmental impacts by engaging with and offering services to, the wider public sector in Scotland. NSS works across the whole of Scotland, you can learn more about our budget, workforce and number of sites in our latest Annual Accounts.

Today we provide a wide range of national services and manage one-third of the NHSScotland budget.





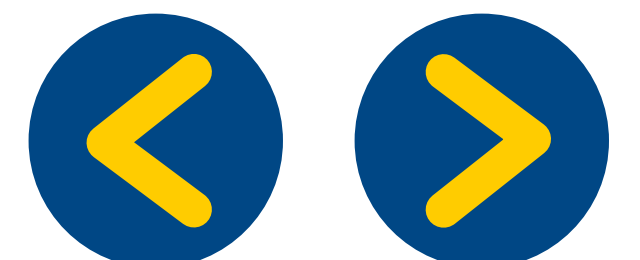
## Our strategic approach is driven by the needs of our stakeholders and users.

Scotland is committed to working towards a more equal and just world and is a signatory to the [United Nation's Sustainable Development Goals](#) (SDGs). The goals require signatories to act in 17 areas and [Goal 3](#) is focused on ensuring healthy lives and promoting wellbeing for everyone. NSS contributes to achieving Goal 3 and many other goals.

### 3 GOOD HEALTH AND WELL-BEING



Sustainable Development Goals - [un.org/sustainabledevelopment/](https://un.org/sustainabledevelopment/)

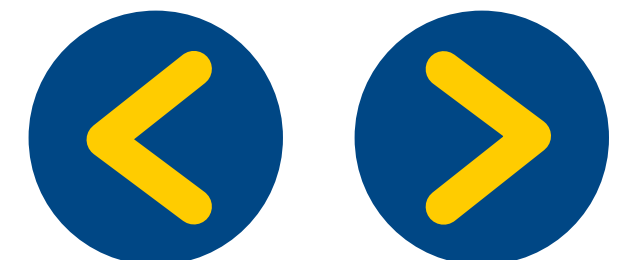




In response to this commitment, Scotland has a [national performance framework](#) that supports us to achieve the SDGs. The framework sets out national outcomes and measures performance against them. One outcome is to ensure that people are healthy and active.

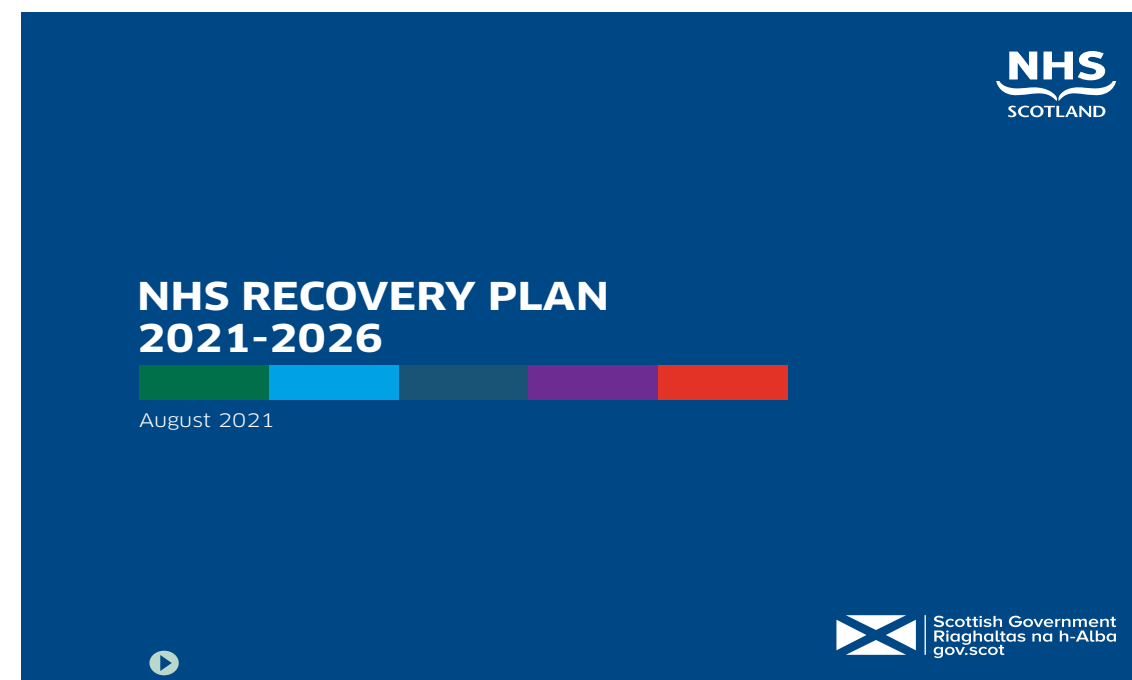
-  **Economy**
-  **Fair work and business**
-  **International**
-  **Health**
-  **Poverty**
-  **Environment**
-  **Communities**
-  **Culture**
-  **Children**
-  **Human rights**
-  **Education**

[Scotland's National Performance Framework: Our Purpose, Values and National Outcome PDF](#)



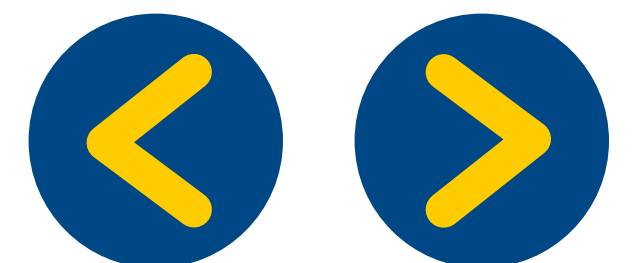
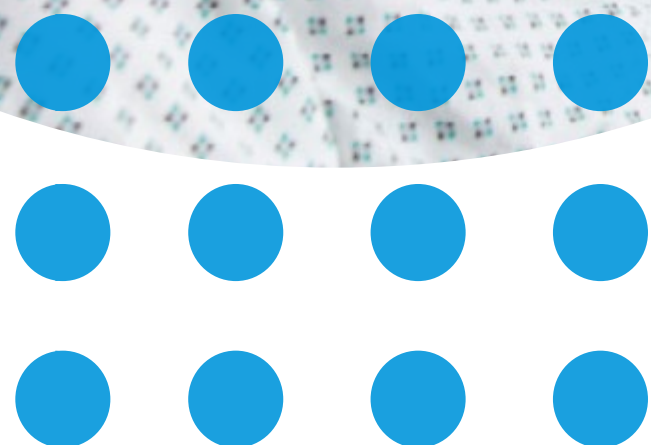
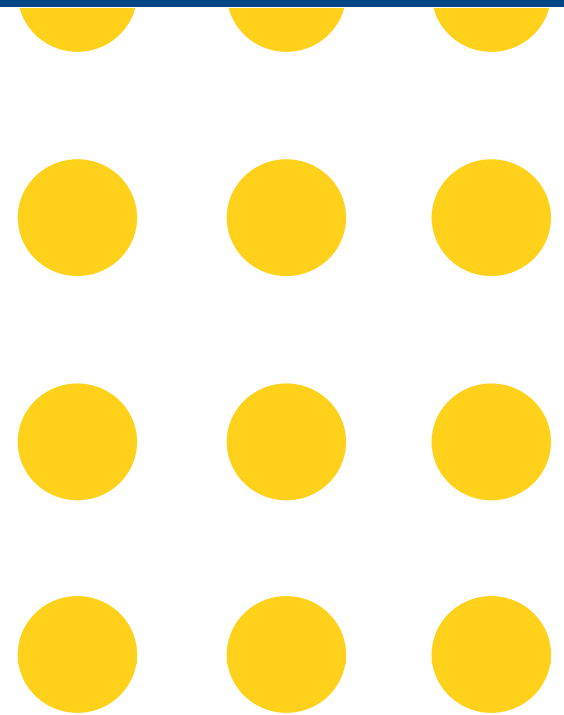


In pursuit of these national outcomes, Scottish Government set strategies and plans for health and care. The overarching plan that NSS is currently operating to is the [NHS Recovery Plan](#). This was introduced in response to the challenges created by the COVID-19 pandemic. The plan is in place until 2026 and is the primary reason we have decided to continue with our existing strategic approach.



As part of our review of the NSS strategic framework, we undertook research to understand the collective needs of our primary stakeholders. We learned that they valued our support and wanted to ensure they fully utilised all our existing services. They could also see opportunities for us to help them with digital products and service adoption, service quality, tackling inequalities and implementing national priorities.

Each year Scottish Government provides guidance to health boards on where to focus their services, known as recovery drivers. We believe our approach is broad enough to adapt and flex to the changing recovery drivers for health and care and the evolving needs of our stakeholders.



## Our purpose is to provide national solutions to improve the health and wellbeing of the people of Scotland.

We know that people's experiences of health and care services are fundamental to their wellbeing and recovery.

We are proud to support NHSScotland and the wider needs of health and care to ensure that people in Scotland can lead healthy and active lives and are appropriately cared for.

Remaining agile and refocusing our solutions and services on evolving needs is key to the trust placed on us by others.

## NSS key stakeholders

- Public
- Scottish Government
- NHSScotland Health Boards
- Local Authorities
- Integration Joint Boards
- Staff
- Trade Unions
- Suppliers of goods and services to the NHS in Scotland
- Future generations







## Our vision is to be integral to Scotland's health and care service.

Our wide-ranging national infrastructure, services and solutions will continue to play an important role in the recovery and renewal of health and care. Working with our stakeholders across health and care we want to ensure we deliver the right national solutions effectively and efficiently, so they benefit everyone in Scotland.

We will build on our knowledge gained from supporting Scotland's response to the COVID-19 pandemic. Although these were challenging times for all of health and care, the pandemic brought us improvements, including enhanced ways of working, increased engagement with our stakeholders and highlighted our key role to respond and help others in emergency situations.

We also recognise the responsibilities placed on us to manage one-third of the NHSScotland budgets. Our services include areas such as primary care payments, payroll management, national goods and services contracts, in-year procurements and commissioning specialist and screening services. We will continue to drive efficiencies and gain best value from these areas that support better outcomes for patients.

As an anchor institution, we can have a positive impact on Scotland's economic recovery, support national outcomes that improve health and wellbeing, increase opportunities and reduce inequalities.

Our anchor plan focuses on three areas:

- Procuring goods and services for NHSScotland that support local Scottish supply chains and deliver social value.
- Helping boards manage their estates so they support community, health and environmental benefits.
- Contributing to local employment opportunities.





Via our NHSScotland Cyber Centre of Excellence (CCOE) launched in 2022 we're developing a shared service capable of supporting NHSScotland with a range of cyber, information security and governance services.



Our Community Benefits Gateway in collaboration with Public Health Scotland, connects NHSScotland suppliers with third sector community organisations, with the aim to help improve the economic, social and environmental wellbeing of Scotland's communities.



Antimicrobial Resistance and Healthcare Associated Infection (ARHAI) Scotland ARHAI Scotland is responsible for coordinating national surveillance, reporting of healthcare associated infections and monitoring antimicrobial resistance and prescribing. As part of NHS Scotland Assure, we also provide evidencebased guidance and expert advice on infection prevention and control to reduce healthcare-associated infection (HAI).



Our leadership and enablement of Seer 2 — NHSScotland's national data and analytics platform and service — now supports over 20,000 users; enabling health boards, government, local government, emergency services and academia access to a comprehensive view of shared data sets supporting operational decision making.



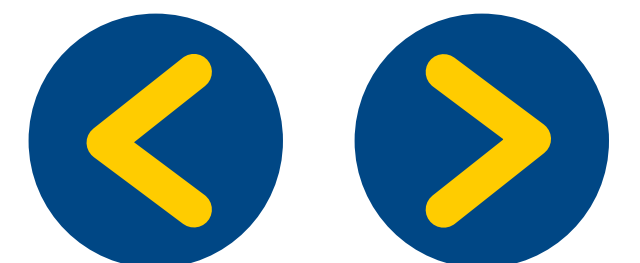
Our roll out of the Inventory Management System to all territorial health boards across Scotland is enabling real-time accurate data management benefitting financial inventory management, improved consistency and standards across all areas of stock management and the enhanced potential to mitigate risks in stock shortages or wastage.



Our NHSScotland Medicines Stockpile Recycling Programme helped address high levels of pharmaceutical waste. By rotating medicines with short dates through our established supply routes we are helping NHSScotland minimise the disposal of expired stock.



**Engagement with stakeholders has identified that there are future opportunities for NSS to further help in the areas of digital, enhanced planning, collaboration, shared services and environmental sustainability.**



## We use our values to create an environment where employees can thrive and deliver great services.

The NHSScotland values are critical to how we work. They help us navigate challenges while ensuring we recognise and celebrate success.

No strategic framework can be delivered without the expertise, commitment and hard work of our staff and we recognise the contribution they make to provide safe, efficient, effective and high-quality services.

Our values underpin our annual Recognising Excellence Awards, when we celebrate the outstanding achievements of NSS staff who often go the extra mile to improve the health and wellbeing of the people of Scotland.

We understand the need for, and actively support, partnership working with our trade unions. Through the NSS Partnership Forum and our local forums we can work collaboratively with trade unions and ensure attainment of the NHSScotland Staff Governance Standard.

## NHSScotland values

**Care and compassion** in how we work and treat each other.



**Dignity and respect** when we deal with other people and how they behave.

**Quality and teamwork** when we work together.

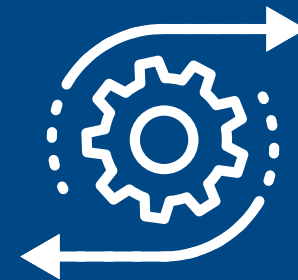
**Openness, honesty and responsibility** to help make decisions.



## Our three strategic priorities ensure we are integral to Scotland's health and care service.

We want to make sure that our users get the maximum possible value from our services and the wide-ranging skills and experience of our staff. Our priorities describe how we will support health and care organisations to achieve their goals and keep us focused on looking forward - identifying where we can help today, tomorrow and in the future.

### Enable



This is our **transformation** priority. It recognises how we can support programmes to implement new or improved national, regional, or local health and care solutions.

By harnessing the wide-ranging skills and expertise available in NSS, health and care partners can be assured of the delivery of services that provide high-quality care to patients and the public.

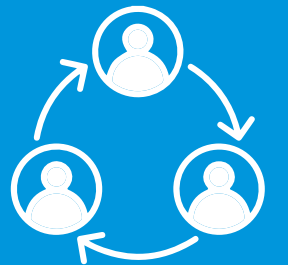
### Underpin



This is our **improvement** priority. It challenges us to continually improve the quality of the services we provide that are essential to the functioning of the wider health and care system.

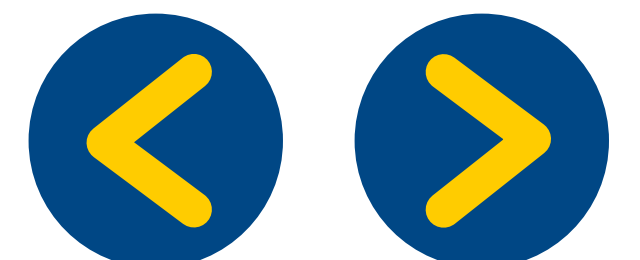
By continually improving our services we can also continue to offer a safe, strong and stable foundation for the healthcare system to deliver the best possible care and outcomes for the people of Scotland.

### Assist



This is our **collaboration** priority. It encourages us to look beyond our existing areas and to start considering where we can help and provide support in the future.

By actively engaging and building relationships with stakeholders across all areas of health and care, NSS can respond quickly and appropriately to the needs of new policy requirements and health and care emergencies.





## We have four strategic objectives to deliver against our strategic priorities.

We have objectives to help every member of staff and our stakeholders understand how we will implement our strategy and where we want to be in the future. They also ensure that all initiatives are aligned to the strategy.



### Service excellence

To continuously improve the quality and value of our services, so they are safe, efficient and effective and meet the needs of our service users and stakeholders.

We have established a quality management framework to enable us to meet this objective more effectively. All services have quality improvement plans in place and performance is assessed against a range of measures.

### Financial sustainability

To ensure we have a culture of financial stewardship that creates value for money by driving the effective use of resources, assets and infrastructure.

We aim to achieve a breakeven position and agree a three-year financial plan each year to achieve this. We have a financial sustainability action plan in place to ensure financial control and meticulous budgetary management.



### Workforce sustainability

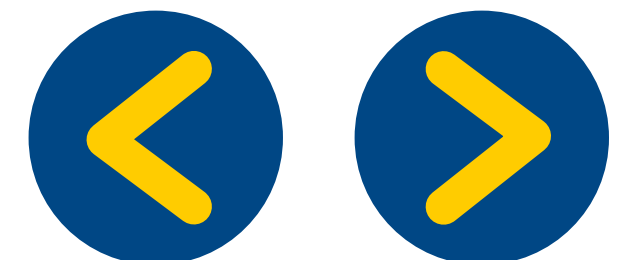
To enable a diverse, knowledgeable and skilled workforce that can respond to the changing service needs of NHSScotland.

We want NSS to be a great place to work and agree a [plan](#) each year to help us achieve that goal. Our [workforce plan](#) is continually reviewed to ensure we are supporting and developing staff in line with service needs.

### Climate sustainability

To embed climate sustainability in everything we do and support NHSScotland to achieve net zero greenhouse gas emissions by 2040.

We understand NSS will play a pivotal role in supporting NHSScotland to achieve its climate targets and have developed the [NHSScotland Climate Emergency and Sustainability Strategy](#) and implemented our [own NSS sustainability strategy](#).





## We provide services and advice to the NHS and wider public sector.

Since its inception, NSS has provided a wide range of national services that ensure health boards and other health and care partners can deliver their services with confidence.



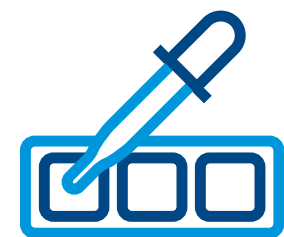
### Primary care support

We support general practitioners, dentists, opticians, community pharmacies and dispensing contractors to deliver primary care across Scotland. This includes managing contractor payments, maintaining an up-to-date patient registration database, medical record transfers and clinical governance for dental services.



### Digital and security

Our expertise includes delivery and management of national digital platforms, supporting services and cyber security. Our innovative and person-centred scalable technology is delivered through local and national digital solutions, providing clinical informatics and information security and governance.



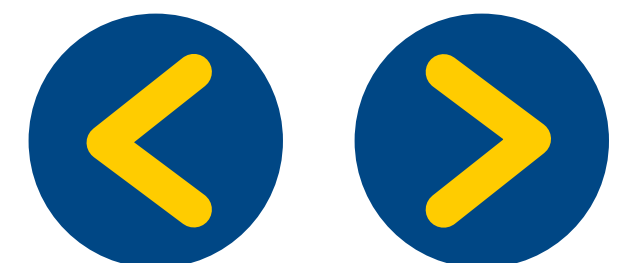
### Specialist healthcare commissioning

We commission a range of specialist and rare condition treatments supporting NHSScotland to ensure equitable and affordable access to these services when needed. We also commission a range of screening programmes.



### National Contact Centre

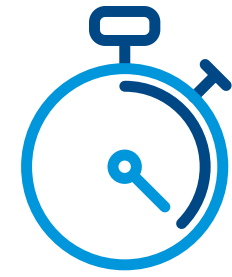
We provide call centre services to the people of Scotland. This includes appointment booking and rescheduling and providing advice, support and guidance to support them access health and care services.





## Population screening

From April 2024, a new team will bring together the different national screening functions delivered by NSS. They will be responsible for oversight, quality assurance and coordination at the national level of the six population screening programmes.



## Programme management

We act as a national delivery provider and work with our partners to offer total solutions in portfolio, programme, project management and transformation services. By equipping our clients with the right people and approaches we can support the delivery of complex and challenging change programmes.



## Fraud prevention

We work in partnership with NHSScotland and across the Scottish public sector to provide a comprehensive service to reduce the risk of fraud and corruption. We're responsible for checking patient exemptions in respect of NHSScotland patient charges and collecting payments for incorrectly claimed exemptions.



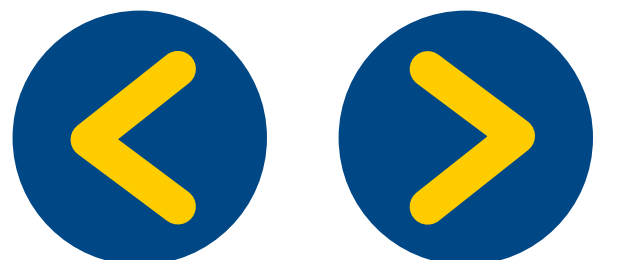
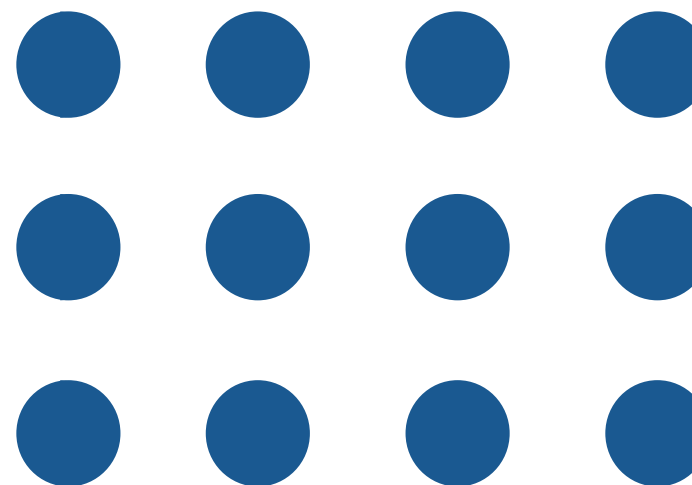
## Legal

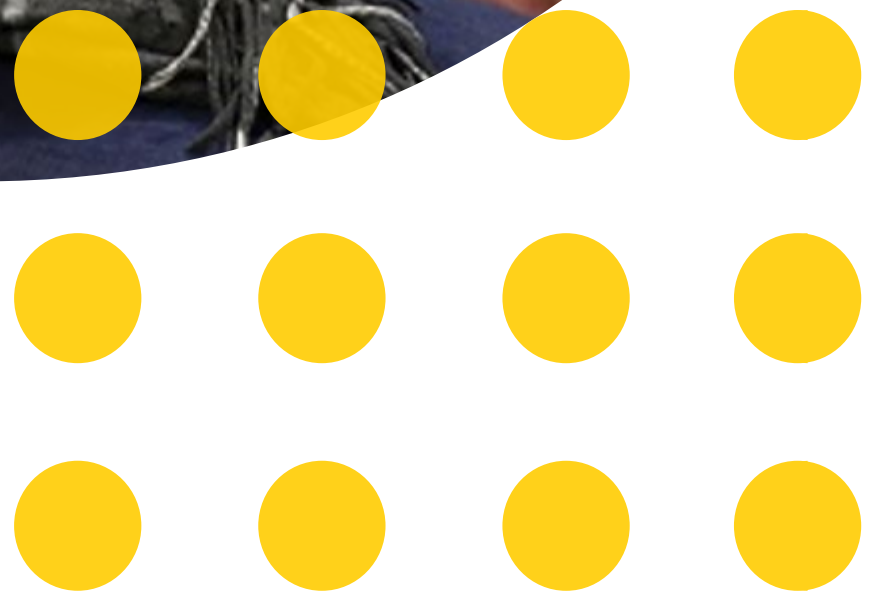
We provide specialist legal advice and assistance in most areas of law relevant to the public sector. With a wide range of experience, the Central Legal Office (CLO) provides clients with a comprehensive legal service. We have close links to Scottish Government and its legal service and counsel clients on a wide range of policy issues.



## National procurement

We provide procurement services to NHSScotland. We work collaboratively to provide best quality, fit for purpose and best value commercial solutions – weighing up cost, added value and sustainability. Our expert logistics services include distribution, supply chain, warehouse operations and fleet management. We also provide national eProcurement solutions.





## Blood, tissues and cells

The Scottish National Blood Transfusion Service (SNBTS) provides blood, tissues and cells to NHSScotland, ensuring they are available, 24 hours a day, every day of the year. We also provide specialist treatment and therapeutic solutions, specialist testing and diagnostic services appropriate for Scottish patient needs.



## Corporate shared services

We provide corporate services to other health boards in vital areas such as finance, HR, digital, facilities, procurement, and business support. This includes managing payroll for eight NHSScotland boards and delivering a full corporate shared services solution for Public Health Scotland.



## NHSScotland Assure

We deliver a coordinated approach to the improvement of risk management and quality in the healthcare environment across NHSScotland. We encompass services provided by Antimicrobial Resistance and Healthcare Associated Infection (ARHAI) Scotland and Health Facilities Scotland. Our goal is to promote excellence, protect patients from the risk of infection and support better health outcomes for all.



Find out more about  
NSS at: [nss.nhs.scot](https://nss.nhs.scot)

General enquiries:  
[nss.feedback@nhs.scot](mailto:nss.feedback@nhs.scot)