

# Scottish Strategic Network for Genomic Medicine

Annual Report 2024/25





# Contents

1. [Executive Summary](#)
2. [Introduction](#)
3. [Foreword from Lead Clinicians](#)
4. [Network Governance](#)
5. [1-Year Implementation Plan](#)
6. [Genomics Laboratories Transformation](#)
7. [Target Operating Model](#)
8. [Network Progress 2024/2025](#)
9. [Network Priorities 2025/2026](#)
10. [Communications and Engagement](#)
11. [The Network Team](#)



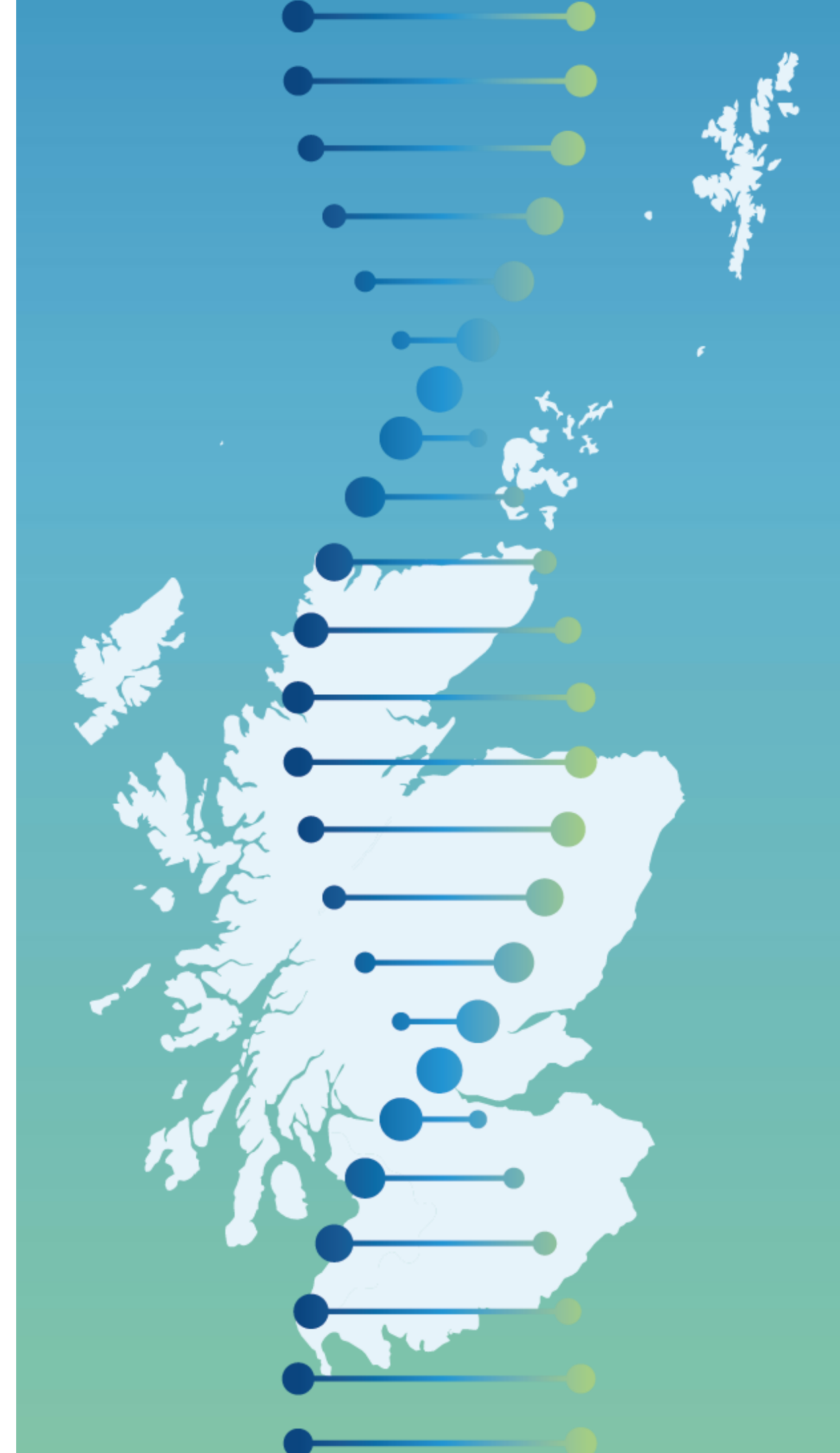
# Executive Summary

Welcome to the third annual report of the Scottish Strategic Network for Genomic Medicine (SSNGM). The SSNGM is a collaborative National Strategic Network that works across geographical and organisational boundaries to support a 'Once for Scotland' approach to the planning, design and delivery of an integrated, person-centred service for the delivery of genomic healthcare.

This annual report outlines some of the key successes within 2024/25 and highlights what the focus will be in 25/26.

## Key highlights:

- Completion of the genomic test directory quality check in Scotland marking a significant milestone.
- Addition of single gene panel to the existing genomic test – the approval process was streamlined, leading to faster and more efficient completion timelines.
- Educational Events – were successfully organised and provided comprehensive insights into key subjects related to genomics.
- Horizon Scanning – development of the MS form that allows stakeholders to share information on emerging genomic test, innovation and development in the genomic field.
- Improved communication with key stakeholders through the implementation of a detailed engagement plans for the cancer stakeholders and clinical genomic forum.
- Implementation of 8 cancer priorities.
- A standardised national template for the collection of laboratory establishment data was finalised to ensure comparable and visual data across laboratories.
- To date 6 demand optimisations audits have been completed identifying opportunities for service improvement and reduction of nonvalue add testing.
- Standardised data sets of condition/indications for all laboratories created and 50% mapped to international disease ontologies.



# Executive Summary Continued-

The Genomics Transformation Team has continued to work closely with the four regional genomics laboratories located in Aberdeen, Dundee, Edinburgh and Glasgow on a programme of transformational change. Key work areas this year have focussed on development of the Genomics Laboratories Target Operating Model (TOM), genomics workforce, the implementation of 11 new cancer genomic testing pathways, demand optimisation to help manage the increasing demand for genomic testing and data standardisation for benchmarking.

The network has had excellent engagement across these work areas from laboratory staff and clinical users of the services.

The SSNGM worked closely with our Scottish Government Genomics Policy Team this year to support implementation plan year-1 of Scotland's first Genomics Medicine Strategy. The strategy sets out an ambitious five-year plan to transform and deliver increased capacity for our genomic services across Scotland. The SSNGM will continue to work with Scottish Government and other key stakeholders to support the implementation of our genomic medicine strategy for Scotland.

Over the past 12 months the SSNGM has continued to have great engagement from our genomics stakeholders across Scotland, many of whom participate in our network core and transformational groups. We would like to take this opportunity to thank all of them for sharing our journey by engaging with our work, offering advice and support and by joining our transformational working groups.





# Introduction

The aim of the Annual Report is to provide stakeholders with an update on the work of the Network, focusing on key achievements during the financial year from 1 April 2024 to 31 March 2025.

Achieving the progress outlined in the Annual Report would not have been possible without the energy, time, advice and expertise invested by Network stakeholders.

The Network Programme Team would like to take this opportunity to thank members for their commitment and contributions, with special thanks to those who have given their time to chair work streams, as well as to Scottish Government for their continued support.



# Foreword

## Dr Jonathan Berg - Lead Clinician for Rare Disease



“I am very happy to present the Annual Report for 2025, outlining the progress made in transforming genomic healthcare services for the people of Scotland. This has been made possible, in the area of rare diseases, by the hard work of the SSNGM team and extensive participation by the four Scottish genomics laboratories, clinicians and many other stakeholders.

I welcome a number of advances that have been made in the past year. The ongoing development of a Target Operating Model will strengthen progress on a number of fronts, helping to ensure a genomics healthcare service that is fit for the future. Essential progress has been made on improving our data and digital infrastructure, workforce planning and education. Stakeholder engagement has strengthened , including working with the Patient Involvement and Advisory Group and the Clinical genomics Forum.

I would like to thank everyone who has contributed to this work and look forward to further progress over the next year.”

# Foreword

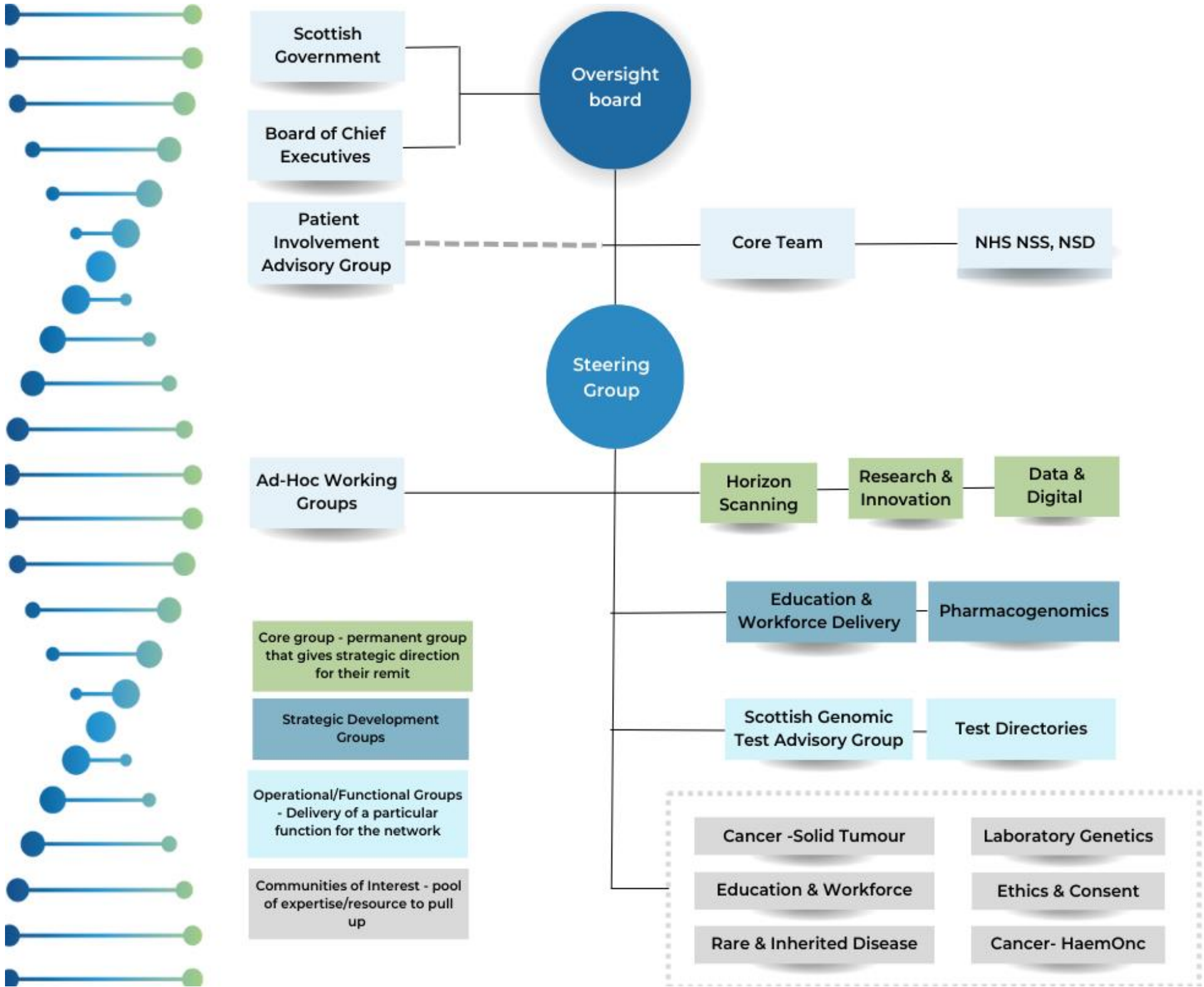
**Professor Patricia Roxburgh - Lead Clinician for Somatic Cancer**



“I am pleased to present this year’s annual report which reflects the significant progress made across the genomic medicine landscape in Scotland. Over the past year, collective efforts from clinicians, scientists, service users and policy makers have enabled this meaningful progress.

This report highlights key achievements, ongoing challenges and strategic priorities for the coming year as we strive to deliver the optimal genomic medicine service for Scotland. I would like to thank partners and colleagues across NHS Scotland, academia and the wider community for their continued dedication and support.”

# Governance Structure



## Network Oversight Board

The meetings of the Scottish Strategic Network for Genomic Medicine Oversight Board are chaired by Professor Jann Gardner (Chief Executive, NHS Greater Glasgow and Clyde) The aim of the board is to provide national strategic leadership and decision making in genomics health and social care laboratories in Scotland, based on the most up to date evidence and in line with strategic local, regional and national NHS strategy and Scottish Government priorities.

## Network Steering Group

The Scottish Strategic Network for Genomic Medicine Steering Group is co-chaired by Professor Patricia Roxburgh and Doctor Jonathan Berg, the Network Lead Clinicians. The Steering Group is responsible for the operational oversight of the Network and reports to the Network Oversight Board. The purpose of the group is to work across geographical and organisational boundaries to support Health Boards with a 'Once for Scotland' approach to the planning, design, and delivery of genomics care in Scotland.





# 1-Year Strategy Implementation Plan Update

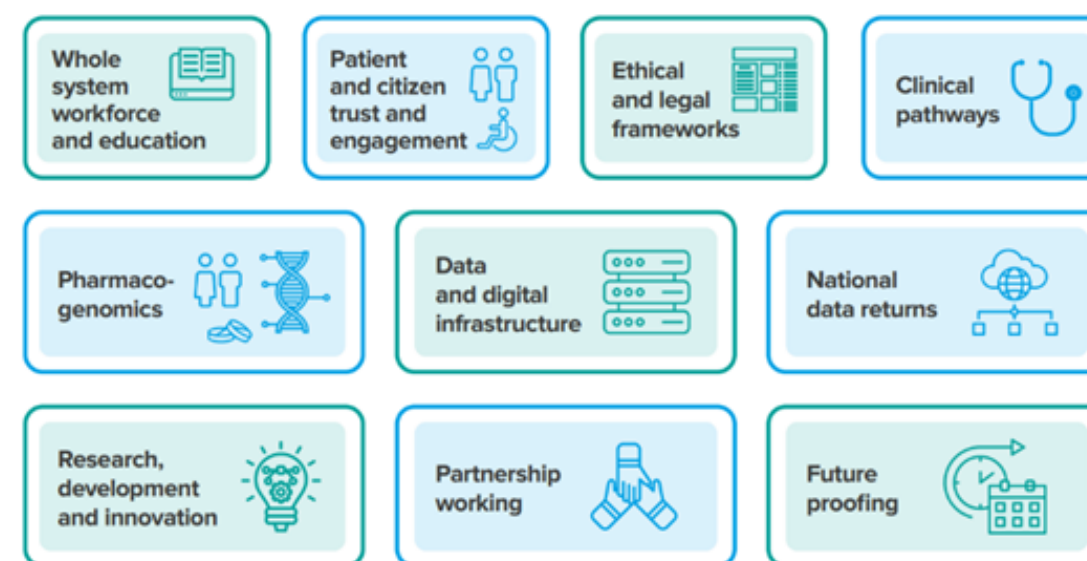
# Publication of a Genomic Medicine Strategy



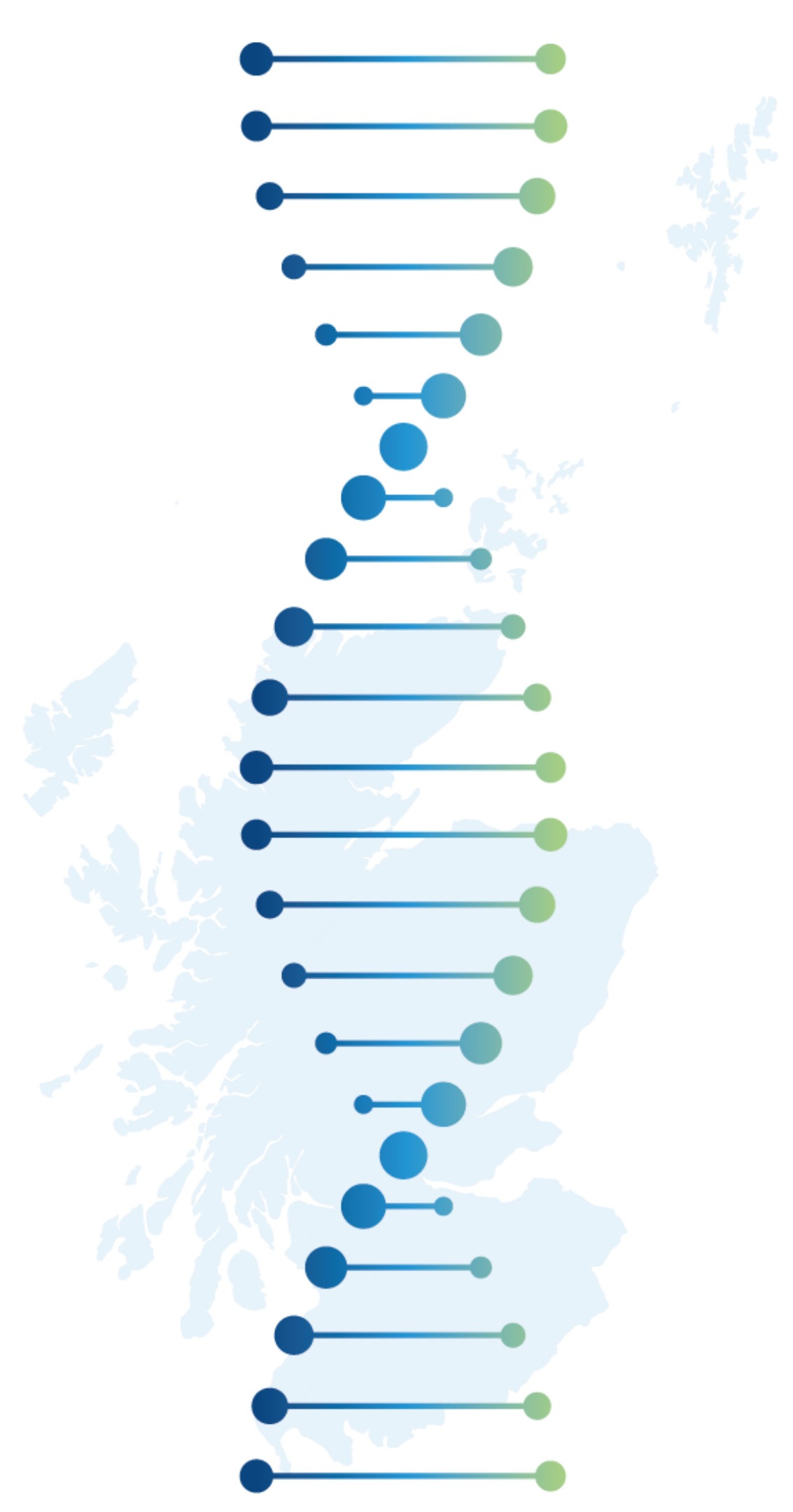
The [Genomics in Scotland](#) strategy was published in April 2024 after a period of stakeholder engagement supported by the SSNGM. The strategy sets out our commitment to the development of a robust and sustainable national genomic medicine service.

The strategy, through thirteen overarching strategic aims, is intent on improving access to genomic testing and building strong foundations (shown below) to allow Scotland to take full advantage of developments in genomic medicine going forward.

The [year one implementation plan](#) focused on the initial preparatory work needed and is closely aligned with the two-year Genomic Laboratories Transformation Delivery Plan under NHS National Services Division.(NSD).



# Laboratory Transformation Next Steps







# Transformation Delivery Plan 2024-26

Initially the SSNGM Transformation Team formed four operational groups focused on Laboratory Data Standardisation, Demand Optimisation, Genomics Laboratories Workforce Planning and implementation of new cancer pathways. In March 2024 the Transformation Team developed a two-year Genomic Laboratories Transformation Delivery Plan.

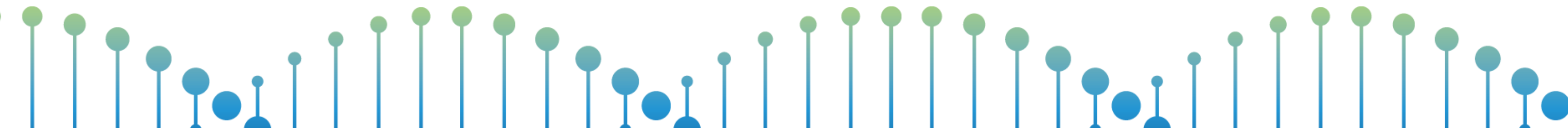
The delivery plan has six key transformation themes for which opportunities for improvement were identified:

- Finance
- Service Delivery Model
- Laboratory Workforce
- Bioinformatics
- Data and Digital
- Innovation

The combined work to implement the objectives of the Scottish Government strategy and the delivery plan will be key to delivering the transformation required to achieve our vision.

# Our Vision

***“Transform the Genomic Laboratories to deliver an optimised, efficient service which offers an equitable, person centred and population-based genomics service and infrastructure for the people of Scotland.”***



# 2024-25 deliverable progress and 2025-26 planned deliverables

The summary below highlights the 2024-25 deliverables and their progress and the 2025-26 planned deliverables.

Theme	High Level Objective	2024-25	2025-26	End of Y1 update
Finance	Implement pan-Scotland costings template for genomics services which will directly link to the commissioned service.	✓		Complete
Service Delivery Model	Develop and drive forward a 2 year plan to optimise current service delivery models to increase capacity, manage demand and future proof service delivery through efficient use of current resource.	✓	✓	Ongoing. On track. To be taken forward as the TOM
	Drive forward the outcome of the service delivery options appraisal.	✓	✓	Ongoing. On track. To be taken forward as the TOM
Laboratory Workforce	Operationalise SSNGM Workforce and Education Group in include key stakeholders (SG, NES and host boards).	✓		Complete
	Understand the current workforce model and areas for skill mix reprofiling.	✓		Complete
	Develop a robust laboratory workforce plan to meet current and future requirements.	✓	✓	Ongoing. On track- To be taken forward as the TOM
Bioinformatics	Map and Scope existing bioinformatics and develop in parallel with service delivery modelling.	✓		Complete
	Develop Bioinformatics business case demonstrating spend to save investment in line with service delivery model.	✓	✓	Ongoing. On track- To be taken forward as the TOM



# 2024-25 deliverable progress and 2025-26 planned deliverables

Theme	High Level Objective	2024-25	2025-26	End of Y1 update
Data and Digital	Operationalise the SSNGM Data & Information group to include key stakeholders (SG, NES Digital and host boards).	✓		Complete
	Generate a national standardised genomics glossary.	✓		*Delayed. expected Q2 25/26
	Develop a test directory database that is standardised, interrogable and integrateable.	✓		*Delayed. expected Q2 25/26
	Align to an international genomics disease ontology.	✓		*Delayed. expected Q2 25/26
	Develop a standardised activity unit.	✓		On hold. Awaiting TOM development
	Options analysis of solutions for a centralised data store for NHS genomic data.	✓		*Delayed. expected Q2 25/26
	Options analysis for a common data environment aligned to the service delivery model and data storage solution.	✓		*Delayed. expected Q2 25/26
Whole Genome Sequencing	Scope the clinical need for whole genome sequencing for cancer and inherited and rare disease.	✓		Complete
	Conduct an options appraisal of potential delivery models.	✓		On hold. Awaiting TOM development
	Understand the infrastructure requirements for the delivery of WGS.	✓		On hold. Awaiting TOM development
Pharmacogenomics	Operationalise SSNGM Pharmacogenomics Group in include key stakeholders.	✓		On hold awaiting oversight board approval
	Work with the ANIA pathway to implement national testing for CYP2C19 in stroke patients, provided funding approved.	✓		Complete. Scoping and plan complete, awaiting funding.
	Scope the clinical need and projected demand for pharmacogenomics testing.	✓		Complete

\*Data and digital objectives delayed due to team resource, single points of failure, and awaiting allocation of Senior Consultant .





# Transforming Genomics Laboratories

## Operational Workforce Planning

The workforce planning group was established to propose national generic job titles and job descriptions for equivalent roles across laboratories, where appropriate. The group was decommissioned in February 2025 as work transitioned into the TOM. See below for a summary of the work.

1

### Establishment Data

A standardised national template for the collection of laboratory establishment data was finalised to ensure comparable and visual data across laboratories and years.

2

### Roles and Responsibilities

Banding principles that support the comparison of responsibilities and lab technical, administrative, and management tasks between bands and job roles. The banding principles were developed to provide detail for the draft national job descriptions and support the implementation for new tests going forward. The banding principles will also be required to support the development of national training materials for each role in future.

3

### Standardised Job Descriptions

The group reviewed the current workforce landscape across the four laboratories in Scotland. To date, national generic job descriptions have been drafted for technical, admin, and clinical science roles up to band 7 and NHS HR Directors granted approval for one board to perform the national job evaluation process. Work to identify a local board to perform the evaluation will be taken forward as a part of the TOM development.



# Transforming Genomics Laboratories

## Demand Optimisation

The Demand Optimisation Working Group was established to review unnecessary and duplicate testing and ensure the demand on the service is optimised by auditing key areas of concern and develop recommendations and education material regarding potential changes to pathways.

In **2024/25**, audits were completed for:

- ✓ **Hereditary Haemochromatosis (HFE)**
- ✓ **Chronic Myeloid Leukaemia (CML)**
- ✓ **Myeloid NGS Panel (AML)**
- ✓ **Cystic Fibrosis (CF)**
- ✓ **Cardiac Arrhythmias**
- ✓ **TAAD/Connective Tissue Disorders**

Audits are ongoing for Colorectal Cancer. Work is ongoing to engage with the wider clinical community and the audit recommendations will be approved by the SSNGM Steering Group to move forward with the changes. See the next page for an example of the audit work.



# Transforming Genomics Laboratories

## Demand Optimisation Audit Example

1

### **Aim of the cardiomyopathies audit**

To identify and reduce duplication of testing in a subset of cardiac arrhythmia patients and therefore make service delivery efficiencies and cost savings.

2

### **Background**

Testing for Cardiac Arrhythmias and Cardiomyopathies was delivered by two centres, Aberdeen and Edinburgh. Following local changes to panels in 2020 there was increased duplication between the cardiac panels in both centres. Many patient samples were being tested in both centres and therefore having 2 separate laboratory set ups and reports for clinicians.

3

### **Method**

Sample, patient and report data were collated and cross-referenced across the Edinburgh and Aberdeen laboratories. Results found that of 229 samples reported in Aberdeen for the Arrhythmogenic Cardiomyopathy panel (ACM) for the year 2023-24, 90% (206) of those samples were also tested in Edinburgh using the Dilated cardiomyopathy panel (DCM). Recommendation to centralise testing to one centre.

4

### **Outcomes**

Approval for the testing to only be undertaken by the Edinburgh laboratory, additional genes added to ensure the same service with reduced reporting and laboratory work. By implementing a one centre delivery model for this test, there are projected savings of 60k/per annum.

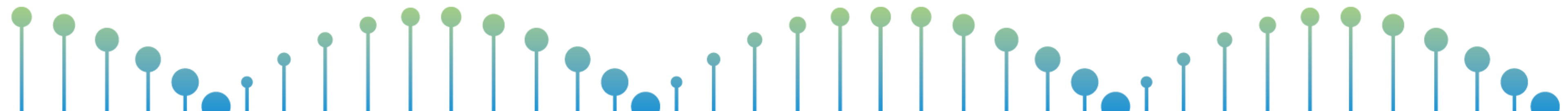
# Transforming Genomics Laboratories

## Laboratory Data Standardisation

The Laboratory Data Standardisation was established to develop standardised nomenclature and definitions for Scottish genomics laboratories which are comparable across laboratories and also intelligible internationally. Following this the group aims to build on this work and develop a standardised workload-units measurement & reporting system for Scotland.

Over the past year a glossary of standardised terms for inclusion into national LIMS and hierarchical modelling of the relationships between terms have been drafted. Standardised data sets of condition/indications for all laboratories has been agreed and **50%** mapped to international disease ontologies Mondo and SNOWMED.

Work will be ongoing during the first 2 quarters of 2025-26 **to finalise** both these pieces of work and link with other disciplines to ensure alignment of generic terms. Work is also ongoing as part of the TOM to develop an interim improved measure of activity and workload.





# Transforming Genomics Laboratories

## Prioritised Cancer Pathways

The Cancer Priorities Group was established to understand the current status and develop an implementation plan for the 11 prioritised pathways. To implement a level of standardisation across Scotland in relation to Standard Operating Procedures (SOPs), validation, and costings and act as a proof of concept to support implementation of future tests.

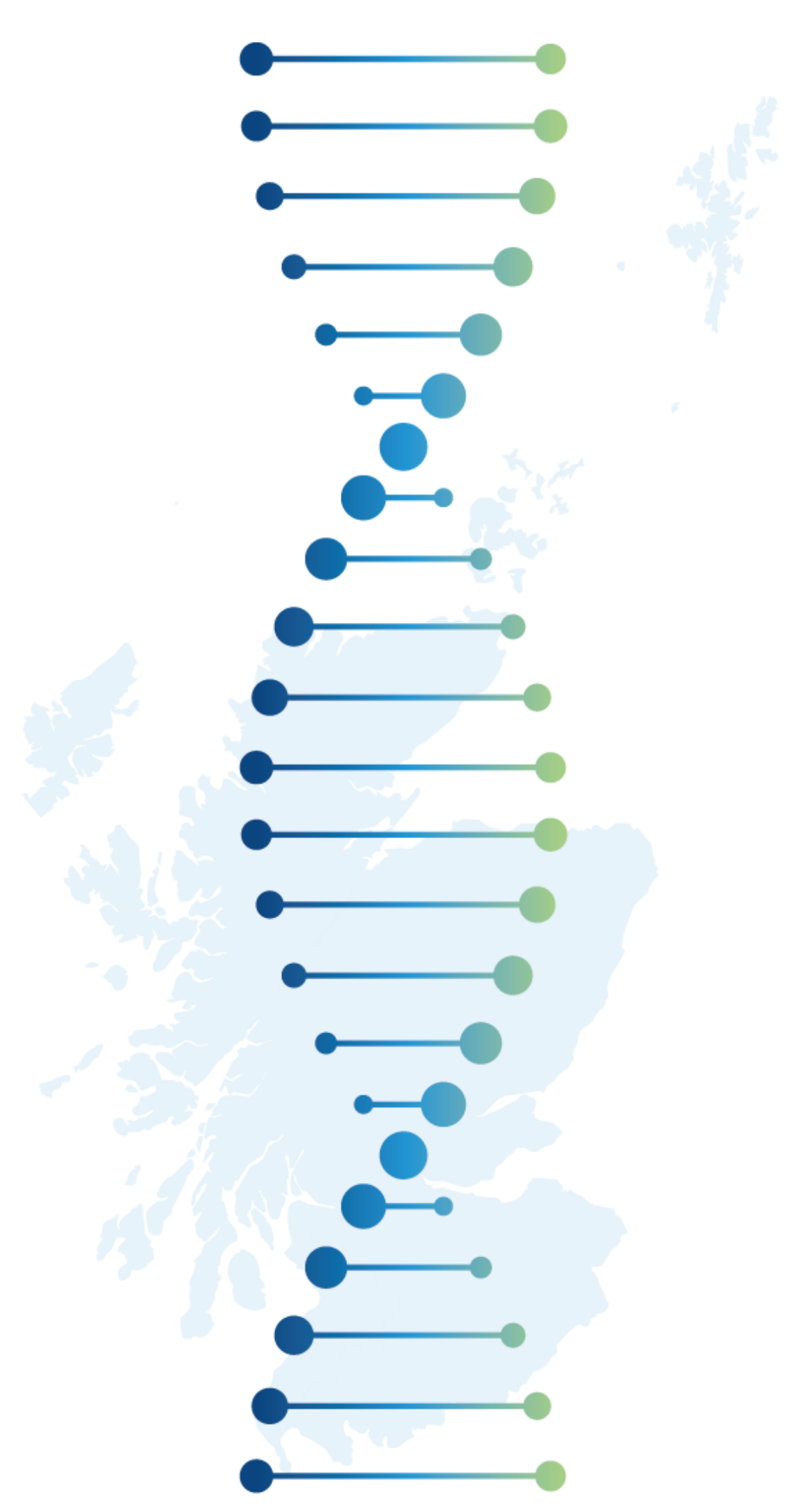
Cancer Priority	Current Status	May 2025 Update
DPYD	Implemented	Launch Communication issued January 2024
BRCA 1 /BRCA 2 Ovarian	Implemented	Launch Communication issued January 2024
BRCA 1 / BRCA 2 Prostate	Implemented	Launch Communication issued January 2024
Endometrial	Implemented	Launch Communication issued January 2024
AML NPM1 MRD	Implemented	Launch Communication issued February 2024
Thyroid	Implemented	Education event in October 2024 for the new pathway.
NTRK	Phased Implementation	Aberdeen and Dundee Live, supporting Edinburgh/Glasgow
Neuropathology	Awaiting funding discussion.	Pathway redesigned because the WHO 2021 brain/CNS cancers <u>changed</u> and additional funding was needed. Funding shortfall paper approved through NSD governance.
Lymphoid	Phased Implementation.	Glasgow delivering service. Aberdeen/ Edinburgh validation on-going. Full implementation expected August 2025.
Rare Fusion	Implementation expected August 2025	Validation work progressing in Glasgow, Service delivery model review underway.
Renal	Implementation expected July 2025	Procurement delays due to development of panel by external company.

To date, **8/11** pathways have been implemented and a standardised national costing model developed in agreement with the laboratories and board finance leads.



Work will be ongoing during with first 2 quarters of 2025-26 to implement the remaining pathways and hold education sessions.

# Target Operating Model



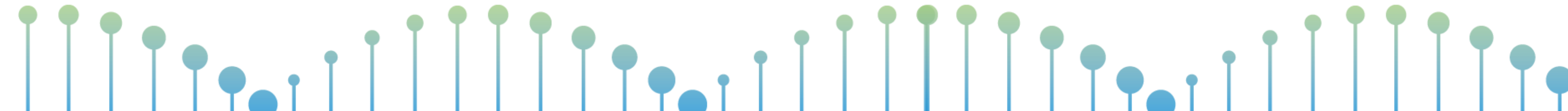
# TOM Update

## The development of a target operating model:

In Q3 of 2024/25, the NSD Genomics Transformation Team was tasked by the SSNGM Oversight Board with developing a high level Target Operating Model (TOM) for the Scottish Genomic Laboratories. A TOM serves as a roadmap for how an organisation will function in the future. It defines the processes, technology, people, and governance structures needed to achieve strategic goals. This model aims to support a sustainable, high-quality, and collaborative genomics service across Scotland, looking at short-, medium-, and long-term possibilities.

With support from NHS NSS Programme Management Services (PgMS), who act as independent facilitators guiding the development of the TOM, the SSNGM has been collaborating with key stakeholders to ensure that the process is transparent, inclusive, and driven by expert insights. Work will continue throughout 2025/26 to develop a TOM, see below for some key information on this work to date and next steps.

**Process:** there is a co-design approach to building the TOM. The SSNGM and PgMS teams have been working closely with genomics lab staff, clinical colleagues, and other stakeholders.



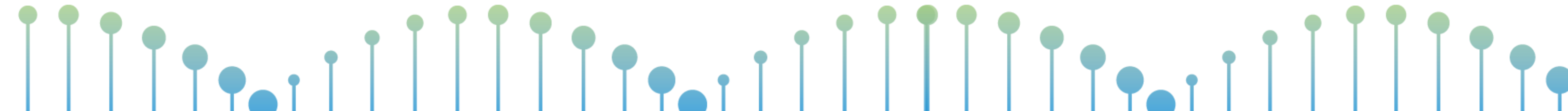
# TOM Update

## Progress to date:

- ✓ **First workshop** bringing together lab staff and clinical colleagues to review the high-level TOM proposal held.
- ✓ **Surveys** have been distributed to lab and clinical staff to gather insights on the current landscape and their thoughts on what the future should look like.
- ✓ **Site visits.** Some site visits have been completed, with the remaining visits scheduled for May/June 2025.
- ✓ **Short life working group** established to support data collation and to contribute to shaping the TOM options.
- ✓ **Second workshop** bringing together lab staff scheduled for June 2025.

## Next steps in 2025/26:

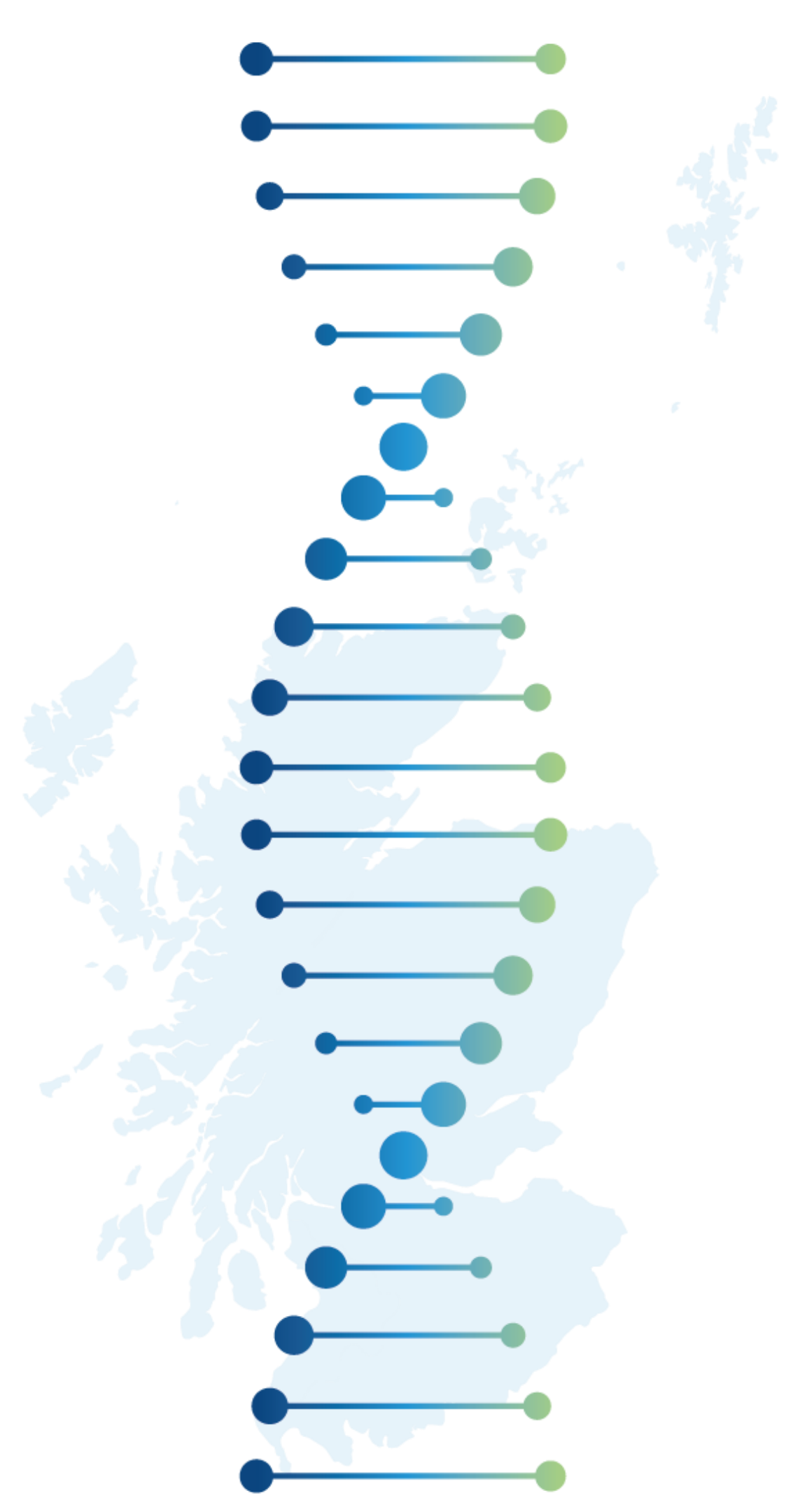
- **Governance:** The TOM will continue to sit under the network governance of the oversight board and steering group until it is refined into the final high-level draft. Once endorsed by the SSNGM Oversight Board the TOM will be submitted the NHS Scotland Strategic Planning Board and the National Planning and Delivery Board before final sign off by the NHS Executive Group
- **Data Collection:** Throughout the transformation work over the last 2 years, a large amount of data has been collated that can support this piece of work. Further data collections via lab staff/clinical surveys, local site visits, and are ongoing.








# Network Deliverables 2024/2025

Significant progress has been made in achieving network's deliverables with a 82% completion rate of 2024/25 SSNGM workplan. We have carried forward the educational training material gap analysis, online test directory dashboard development deliverables into the current year's focus areas to ensure continuity and highlight the commitment to achieving those goals.



# Network Deliverables 2024/25



Deliverable 	Progress/Next steps 	Benefits 
<b>Establish Workforce and Education Core Group</b>	<p><b>Progress:</b> The Education and Workforce Group has been established, with its Terms of Reference officially agreed upon. The group's chair regularly attends SSNGM Steering Group meetings to provide updates on progress. Group is actively progressing its key priorities the development of a comprehensive workforce plan and the completion of an educational training materials gap analysis.</p> <p><b>Next Steps:</b> Workforce plan developed. Gap analysis in education training to be finalised by October 2025</p>	<p>Encouraging the use of new learning approaches, increasing the availability of high-quality educational resources, and identifying opportunities for learning. A better understanding of the training needs of the workforce in order to develop appropriate training.</p>
<b>Establish Research &amp; Innovation Core Group</b>	<p><b>Progress:</b> The immediate needs identified for a research and innovation core group were to explore the commissioning and delivery of clinical trial targets, the integration of genomic data into national datasets and registries and mechanisms to support the translation of innovation into commissioned service. These have been integrated into the other working groups and workstreams.</p>	<p>Addressing the foundations needed to better support research and innovation using genomic data.</p>



# Network Deliverables 2024/25

## Deliverable



### Establish Data & Digital Core Group

## Progress/Next steps



**Progress:** The Digital Group was established with its Terms of Reference officially agreed upon. The group's chair regularly attends SSNGM Steering Group meeting. NSS Digital and Security Senior Consultant has been requested to support a demand discovery project, and to make recommendations about the next steps needed to address data and digital requirements of the service. **The Bioinformatics Subgroup** was formed to support bioinformatics requirements in Scotland, ensuring the necessary resources are in place for future initiatives.

**Next Steps:** This will be informed by the DaS discovery project. to provide updates on progress..

## Benefits



Complete the requirements of the SSNGM Governance model creating a forum for expertise to support resolution of the current issues/concerns around data and information.

### Develop a system for information to be received by the Horizon Scanning Group and for reporting under the key areas of the group.

**Progress:** Complete. MS Form developed for new genomic tests, technologies, and innovations and added to the website. Any forms submitted will be reviewed by the Horizon Scanning Group Leads.  
[Link to form](#)

MS Form From allows anyone to submit information of emerging new tests and laboratories developments, clinical guidelines, enhance engagement , support more informed decision-making.



Network Governance and Structure



Continuous Improvement

# Network Deliverables 2024/25



Continuous Improvement

Deliverable

**Establishment and Launch of the online test directories.**

Progress/Next steps

**Progress:** The quality assessment of the online test directory has been completed successfully, allowing the development of the first validated test directory in NHS Scotland. This is a significant step forward for the initiative, which aims to provide users with an organised and accurate tool. Last year, the project faced many roadblocks that delayed work. These issues have been addressed, and the deliverable has been incorporated to the 25./26 priorities.

.....  
**Next steps:** The Online Test Directory will be initially added to the website in spreadsheet format.- June' 25. Following the spreadsheet implementation the next phase will focus on developing a user-friendly Tableau dashboard, with a target completion date of September 25.  
Send - away tests are not currently included in the directories but will be considered for future inclusion.

Benefits

The Test Directory provide users with an organised and accurate tool that contains all available genomic tests in NHS Scotland. (excl. send –away tests). The online platform, once finalised, will be user-friendly and visually appealing,



# Network Deliverables 2024/25

## Deliverables



**Support Scottish Government in development of the framework that supports collaborative work with industry.**

## Progress/Next steps



**Progress:** An ongoing effort on development of a Common Understanding framework underway between Scottish Government and The Association of the British Pharmaceutical Industry (ABPI) to guide industry collaborations. The SSNGM would seek to learn from the common understanding once published.

**Next steps:** Due for publication later this year.

## Benefits



Collaborate with industry and pharma to develop capability and capacity in care whilst obtaining the benefit of the latest technologies and innovations.

**Support delivery of the year one Implementation Plan via the transformation delivery plan.**

**Progress:** The SSNGM Workplan 24/25 was designed to include 1 year implementation plan deliverables to support the establishment. 82% of the deliverables have been completed.

**Next steps:** Focus on continuing support the delivery of implementation plan

Clear communication of the actions, timeliness, and effective execution of strategic activities.



Strategic Service  
Planning and  
Development



# Network Deliverables 2024/25



Engagement with stakeholders

Deliverable

**Host an annual event to increase opportunities for engagement with stakeholders**

Progress/Next steps

**Progress:** Decision made not to focus on multiple educational webinars throughout the year, with collection of stakeholder feedback to support continual improvement.

**Next steps:** Deliver webinar sessions with the Clinical Genomics Forum to increase stakeholder engagement.

Benefits

Knowledge sharing, professional development, networking opportunities, stakeholders' engagement

**Conduct stakeholders feedback to gather insights on the effectiveness of network processes and identify areas for improvement.**

**Progress:** Overall, the feedback received from the webinars was highly positive, with attendees appreciating the relevance, clarity, and engagement of the sessions. The sessions on the New Genomic Testing Pathway for Thyroid Cancer and the Scottish Test Directories were especially well-received. The feedback provided useful suggestions for future webinars, such as having more targeted talks, improving logistics, and increasing engagement opportunities.

**Next steps:** Continue delivering webinars in a similar format, ensuring a focus on specific, targeted topics.

Stakeholder feedback provides valuable insights for improving processes, enhancing stakeholders' satisfaction, strengthening relationships.

# Network Deliverables 2024/25



Engagement with  
stakeholders



Education, Training,  
& Workforce

## Deliverable



**Develop PIAG Workplan to engage the support of the group for delivery of the Year 1 Implementation Plan.**

## Progress/Next steps



**Progress:** The PIAG has been integrated into the SSNGM governance structure to help inform the activity of the SSNGM and the delivery of the genomic strategy. The group has provided input into the development of a policy position on alignment of the Scottish test directory and are exploring future models to better integrate patient voice and representation going forward.

## Benefits



Ensured patient viewpoints are considered in policy decisions, patient centered services

**Develop informational materials and resources for stakeholders, such as toolkits, and infographics, to improve their understanding of the BAU network's activities.**

**Progress:** The SSNGM website has been reviewed, and the informational materials related to network governance have been redesigned using a more user friendly, graphic based approach. To support better understanding of network's activities.

The Network educational materials are visible to as many stakeholders as possible and important news, processes and messages are shared appropriately



# Network Priorities 2025/2026



# Network Priorities 2025/2026

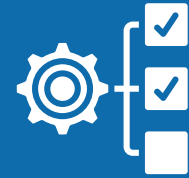


Education, Training,  
& Workforce



Continuous  
Improvement

## Objective



### Maintain educational webinars with Pathology

## Progress/Next steps



**Progress:** Two of the planned webinars have already taken place successfully on 22nd April - Lung Cancer and 22nd May - endometrial Cancer.

**Next Steps:** The next planning meeting is scheduled for August 2025 to discuss coordinate further engagement initiatives.

## Benefits



Engaging with pathology on educational events will enhance communication and provide opportunities to improve knowledge. These events will keep participants updated on the relevant topics in genomic laboratories and pathology, promoting continuous learning and professional growth.

### Horizon Scanning: Develop a prioritisation system for new genomic testing

**Progress:** Engage with Healthcare Improvement Scotland and the Scottish Health Technologies Group to explore how new testing is prioritised for funding, and the benefits of commissioned testing is captured.

**Next steps:** Process to be developed by March 2026.

Streamline decision-making by identifying which tests will provide the most significant benefits first. The prioritisation ensures that resources are focused on tests with the highest potential impact, improving efficiency and optimising patient outcomes.

# Network Priorities 2025/26

## Objective



## Progress/Next steps



## Benefits



### Launch - Online Test Directories.

**Progress:** The quality check (database) of the Scottish Genomic Test Directory was completed in March 2024 . The online test directory will be available in similar format to NHS England, with a completion deadline of June 2025.

**Next steps:** The Online Test Directories to be published on the SSNGM website by end of June 2025. this will be followed by the next development to improve its usability.

This user-friendly platform is expected to enhance accessibility, allowing healthcare professionals and others to quickly view and navigate the available genomic test in Scotland. the dashboard will improve user satisfaction, reduce time spent searching for tests.

### Host Clinical Genomics Forum (CGF) event, to increase opportunities for engagement with stakeholders.

### Maintain engagement agreement with Cancer Community

**Progress:** Consensus was reached that in-person attendance of SSNGM Clinical and Scientific Leads at the CGF annual event would offer greater value. Engagement plan is in place with Cancer Community.

**Next steps:** Maintain ongoing engagement with the Cancer Community and participate in the CGF annual event to strength relationships with genetics community.

The engagement event will help strengthen relationships within the cancer and genetics services community. It will provide a platform to keep stakeholders informed about key updates and changes within the network.



Continuous Improvement



Engagement with stakeholders

# Network Priorities 2025/26



Strategic Service  
Planning and  
Development

## Objective



**Support delivery of the year two Implementation plan via the transformation delivery plan.**

## Progress/Next steps



**Progress:** Transformation Delivery Plan has been reviewed and includes specific deliverables to support the successful delivery of implementation plan.

## Benefits



Clear communication of the actions, timeliness, and effective execution of strategic activities.



# Education and Workforce 2025/26



Network  
Governance and  
Structure

## Objective



**Develop a robust workforce plan to ensure there is sufficient staff for the current and future delivery of a clinically effective genomic medicine service.**

## Progress/Next steps



**Progress:** The group has agreed on the high-level milestones and overall timeline. The development will follow 6-step model tailored for the genomic workforce plan. The data collection template is under review by relevant disciplines. The HR representative to be included in this process.

**Next steps:** Finalise data collection template and commence interviews with staff to gather baseline understanding and operational data. The planned delivery timeline is approx. 9 months.

## Benefits



Ensures genomics has the right people with right skills in place to meet current and future business needs, while also improving efficiency, cost, and support staff development.

**Create a national workforce development and training plan for the following staff groups  
Laboratory Staff, Clinical Genetics,  
Genetic Counsellors.**

**Progress:** Scoped 1000+ training resources, from the NHS England's Genomics Education Programme, Scotland. given access to all the GTAC training material. Evaluation of VR tested in Scotland.

**Next steps:** Conduct gap analysis.

Ensures staff acquire the necessary skills and knowledge for their roles. Reduce errors and enhance quality of work. Motivates staff to develop their careers within the organisation.





## Network Governance and Structure

### Objective



**Established links with appropriate stakeholders to understand the future data and digital requirements.**

**Develop recommendations for a Target Operating Model (TOM) for the centralisation and sharing of NHS genomic data through a common data environment.**

**Engage with the SSNGM Education and Workforce regarding workforce requirements for data and digital and bioinformatics.**

### Progress/Next steps



**Progress:** The connections are being built, and the group has members from diverse disciplines, such as Clinical and Scientific genomic experts, PHS, University of Edinburgh, National Digital Platform, CRUK, Scottish Government, NSS NSD as well as links to regional Digital/IT teams.

**Progress:** A dedicated Bioinformatics subgroup has been established to support development of the recommendation for TOM. The initial national approach for the bioinformatics team has been agreed.. Approval for demand discovery project under NSS DaS.

**Next steps:** Demand discovery project commenced. TOM recommendations to be drafted.

Engagement is in place, and updates are given out equally to both groups to avoid repetition.

### Benefits



Allows to make more informed decisions that align with the stakeholders' needs and expectations, leading to better outcomes, promotes transparency and accountability , can help identify and mitigate potential risks before they escalate.

Recommendation developed by experts are more likely to be accepted by stakeholders, policymakers and public. Experts bring knowledge and experience making recommendation accurate.

Engagement with Education and Workforce group helps fostering collaboration , introduces a range of ideas, viewpoints, and expertise and reduces duplications of efforts.

# Communication and Engagement



# Communication and Engagement

The SSNGM acts as a front door for engagement with clinicians, academics, industry, pharma and many others to deliver a genomics health service for Scotland. Since launching the network in August 2022, the network team have been actively engaging with stakeholders through various meetings, events, presentations, newsletters and other network communications.

We have engaged with Scottish Government Policy teams, other managed clinical and strategic networks, and clinician colleagues across clinical genetics, pathology, oncology, and haematology. The SSNGM has been actively engaging with the wider genomics community in Scotland including colleagues in the public and private sectors, patient groups, charities, universities, and industry partners. The network has also been regularly engaging with colleagues outside Scotland, including NHS England, NHS Wales and Health and Social Care Northern Ireland.



# Communication and Engagement

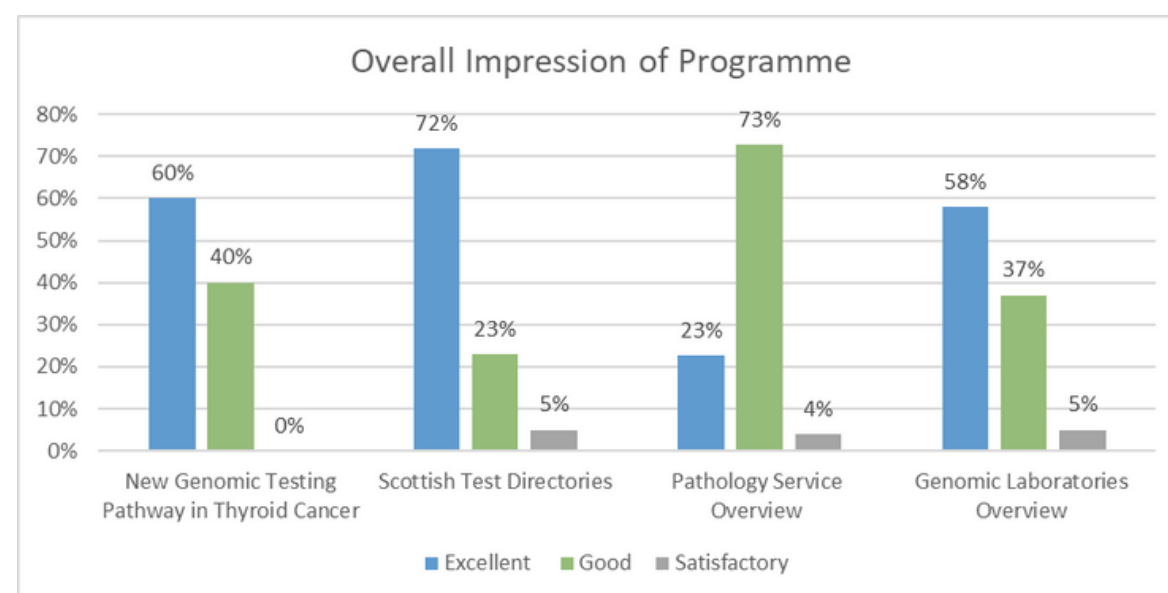
The SSNGM has delivered a series of educational sessions in 2024/2025.

The sessions covered the New Genomic Testing Pathway for Thyroid Cancer and a series of SSNGM/Scottish Pathology Service Education Webinars including Scottish Test Directories, Pathology Service Overview, and Genomics Laboratories Overview.

## The primary objectives of the webinars were:

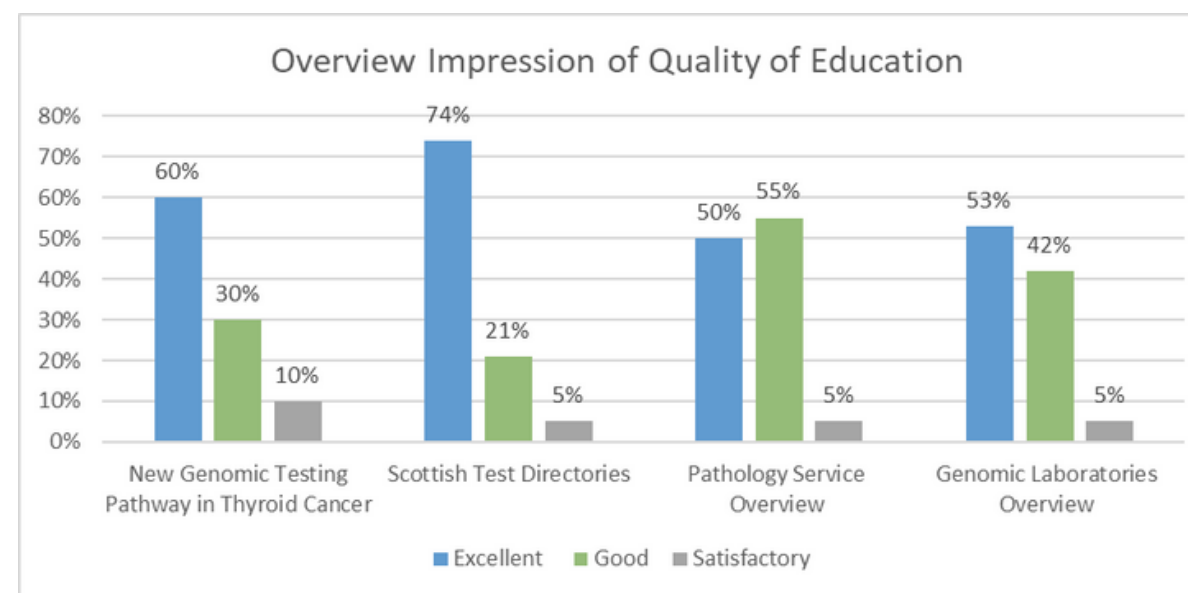
- Increase knowledge and understanding by providing comprehensive insights into key subjects related to genomics.
- Highlight new changes and advancements to genomic testing pathways to increase awareness amongst healthcare professionals.
- Encourage collaboration between genomics and pathology departments across Scotland by facilitating the sharing of practices and key developments in each area.
- Promotion of continuous learning and development by establishing an educational programme to be accessible as a resource for healthcare professionals.

**Overall, the feedback received from the webinars was highly positive, with attendees appreciating the relevance, clarity, and engagement of the sessions.**



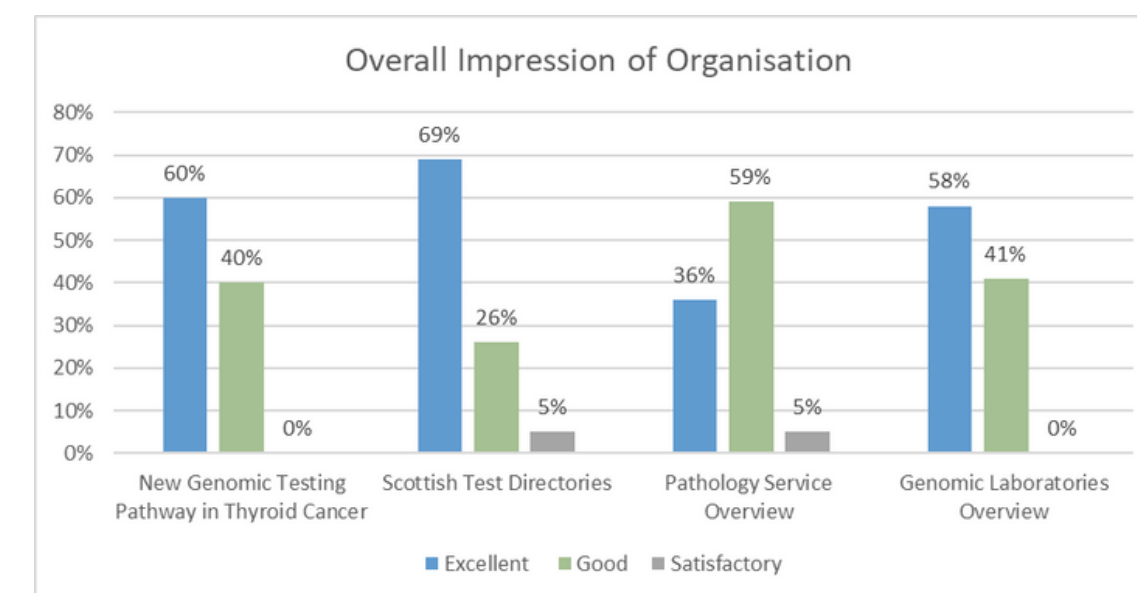
**Fig.1 Overall impression of the programme aspect of the webinars.**

The webinars programme received highly positive feedback, with many sessions rated as 'excellent' by participants.



**Fig.2 Overall impression of the quality of education aspect of the webinars.**

High ratings for the quality of education for all webinars and indicates that they were successfully prepared and met expectations.



**Fig.3 Overall impression of the organisation aspect of the webinars.**

The webinars had overall a very good rating reflecting that they were well-organised and appreciated by participants.



# Communication and Engagement

## Newsletters

### Generic Newsletter

The SSNGM has received great engagement with the network newsletter averaging **252 views** and **67 in-depth reads** per quarterly newsletter. The SSNGM will continue to develop this and other newsletters to ensure the network is well informed of progress and updates.

### Cancer Edition

The SSNGM also produces a quarterly cancer edition newsletter to increase engagement with the cancer community. The cancer edition newsletter in 2024/2025 averaged **127 views** per newsletter with **62 in-depth reads**.

## Meetings

There was an average of **68% attendance** at our Oversight Board meetings last year and an average of **62% attendance** at our Steering Group meetings for 2024/25. The SSNGM saw positive engagement in our core group meetings last year.

Group	Number of Meetings
Patient Involvement Advisory Group	4
Horizon Scanning	6
Education and Workforce	4
Data and Digital	3
Test Directory (Rare and Inherited Disease)	9
Test Directory (Solid Tumour)	4

## Communities of Interest

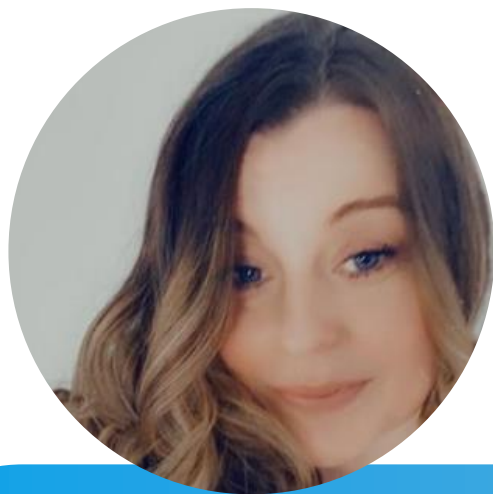
The Communities of Interest are groups of experts who support the work of the SSNGM. They play an essential role in driving forward delivery plans and can be called to provide expert advice on specific areas of the network, be a part of working groups, or help with strategy implementation.

## Website

The SSNGM website was launched in June 2023. The website will be used to provide a central source of information on the work of the network and wider developments. Our website address is [www.genomics.nhs.scot](http://www.genomics.nhs.scot). There has been a significant increase of website visits, averaging **380 views** per month compared to 200 in 2023/2024. This is a result of the educational webinars increasing traffic to the website.



# MEETthe TEAM



**Gillian McCarrol**

Associate Director  
Cancer and Diagnostics, NSD



**Dr Johnathan Berg**

Clinical Lead for Germline  
and Rare Disease, SSNGM



**Prof Patricia Roxburgh**

Clinical Lead for Somatic  
Cancer, SSNGM



**Nicola Williams**

Scientific Lead for SSNGM



**Stewart Robison**

Senior Programme  
Manager, SSNGM



**Alija Mustafa**

Programme Manager,  
SSNGM



**Nicole Carson**

Assistant Programme Manager,  
SSNGM



**Shannon Mullen**

Programme Support  
Officer, SSNGM

