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Scottish Government

NHS SCOTLAND

Scottish Strategic Network for Genomic Medicine

Annual Report 2025/26

Contents

Executive Summary

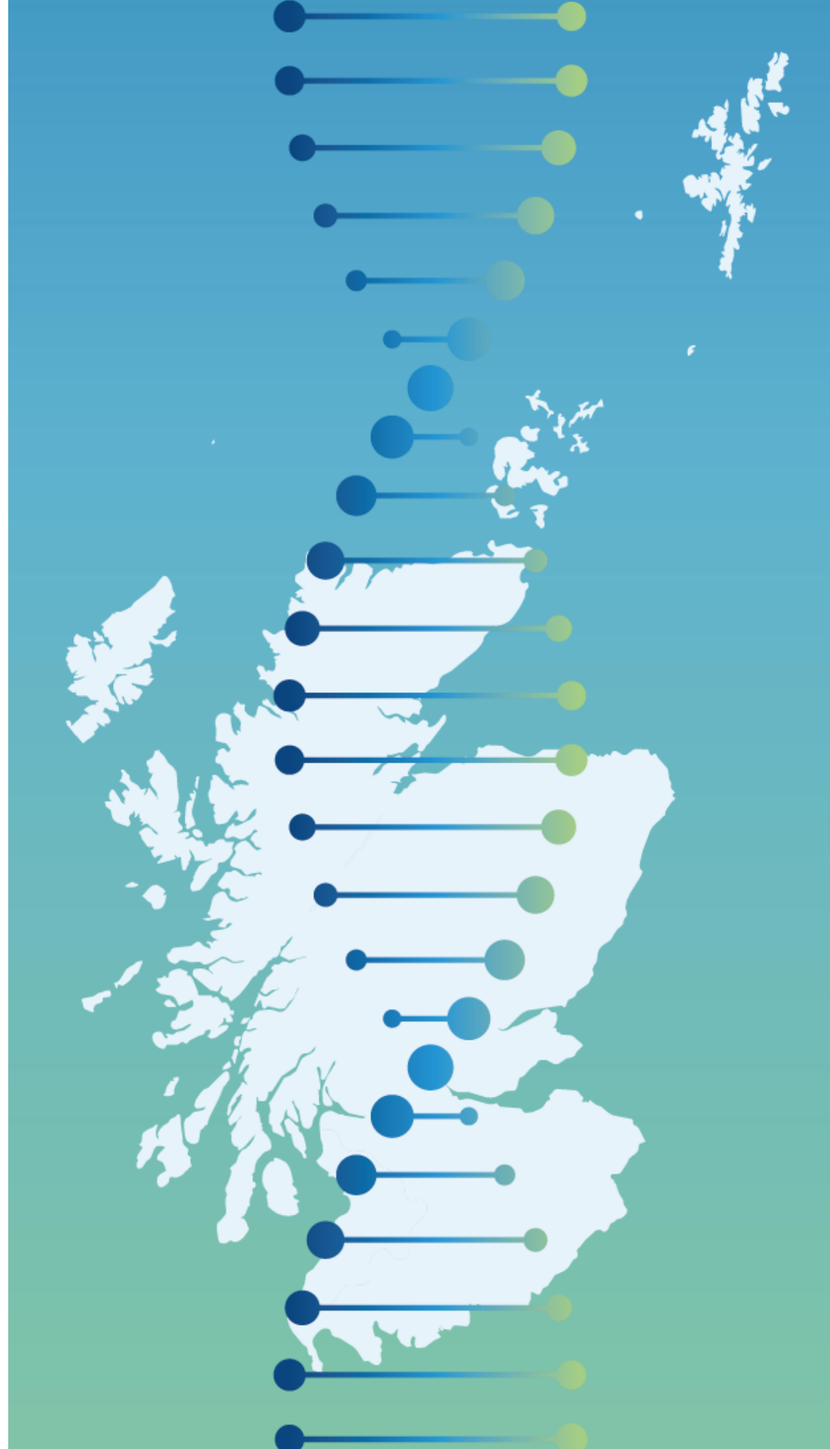
Welcome to the fourth Annual Report (2025–2026) of the Scottish Strategic Network for Genomic Medicine (SSNGM).

This year has demonstrated continued progress across the Network, with 93% of planned programme objectives delivered, reflecting strong national collaboration and partnership working across laboratories, clinical services, and stakeholders.

The Transformation Programme has remained central to delivery, supporting progress towards the Genomic Optimal Operating Model, advancement of the 11 Cancer Priorities, completion of the Demand Optimisation Programme and the two-year Delivery Plan. Overall, 81% of high-level objectives and 76% of delivery objectives have been achieved.

Key achievements this year include the implementation of a standardised national costing approach, improvements in commissioning processes, continued progress in data and digital development, and service improvements enabled through test consolidation and demand optimisation activity. Workforce planning has also advanced significantly, with evidence-based recommendations to support future sustainability and resilience.

Education and engagement have remained an important focus throughout the year. The national webinar programme, delivered in collaboration with the Pathology Network, has continued to expand and has been positively received across Scotland, demonstrating the value of national collaboration and shared learning.



Executive Summary Continued

Further progress has been made through the Education and Workforce Group, including data collection, stakeholder engagement, and workforce planning workshops held in March. The next phase will focus on agreeing workforce priorities and recommendations.

Additional milestones include the establishment of the Test Directory Group, enhanced engagement with Clinical Genomics Forum Leads, and significant progress in developing recommendations for bioinformatics, and data and digital workstreams.

As demonstrated throughout this report, the progress achieved during 2025–2026 reflects a shared national commitment to advancing genomic medicine, strengthening collaboration, and improving outcomes for patients and families across Scotland.

Finally, sincere thanks are extended to all colleagues, stakeholders, laboratory teams, clinical teams, and partner organisations for their continued engagement, expertise, and support. The progress achieved across the Network would not have been possible without the strong collaborative approach demonstrated across Scotland’s genomics community.

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 2025 to 31 March 2026.

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 and Transformation Programme Teams 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 2025/2026, 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 Optimal 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

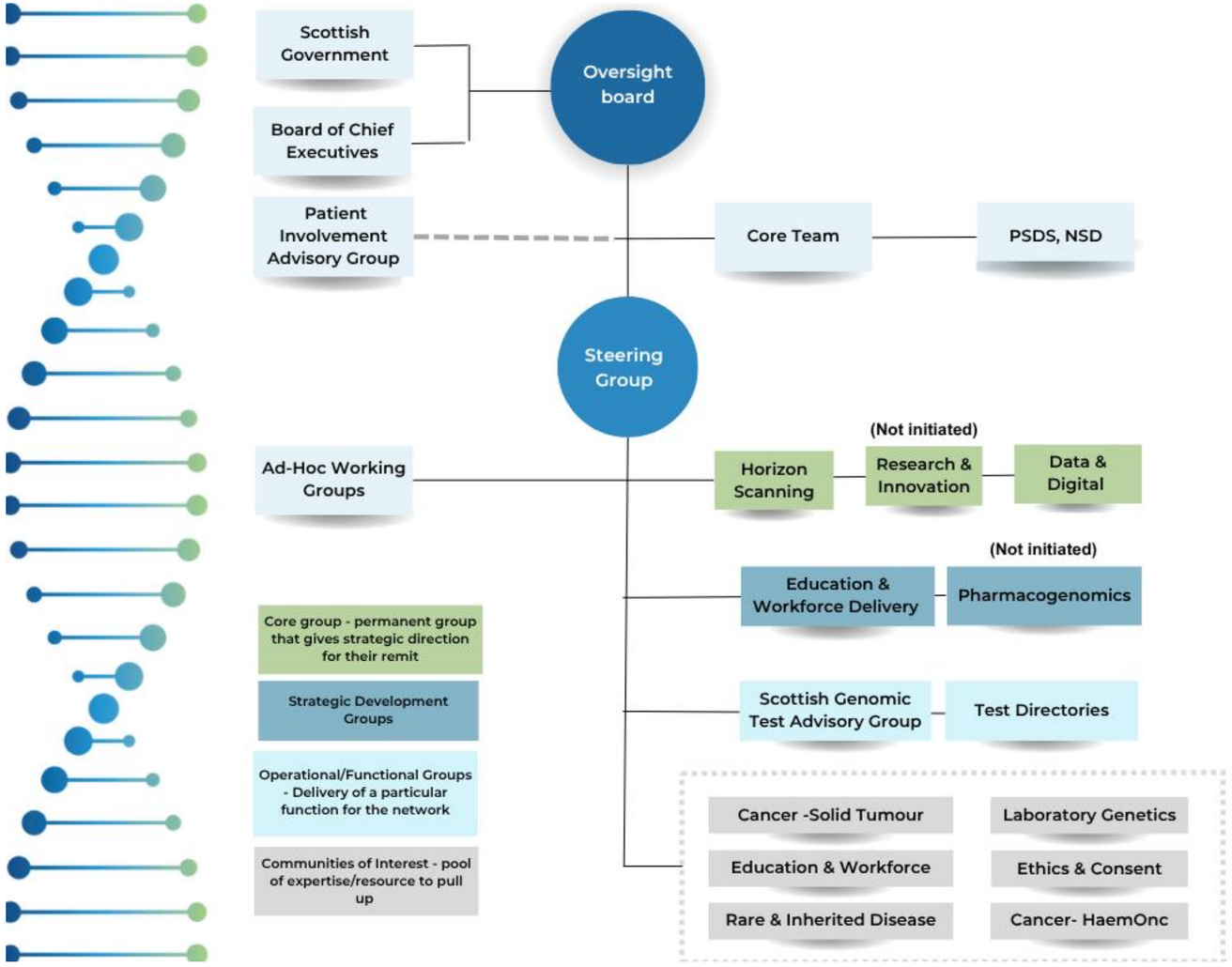
“It is a privilege to introduce the 2025/2026 annual report for the SSNGM. Over the past year progress has been made in delivery of lab transformation and the Network deliverables. Some specific highlights relevant for the cancer community across Scotland include implementation or partial implementation of new testing pathways for patients with neurological cancers and cholangiocarcinoma, establishment of joint genomics and pathology educational webinars and publication of the NHS Scotland genomics test directory on our SSNGM website.

These achievements reflect the commitment and expertise of colleagues in NHS laboratories, clinical services, academic partners and government who have worked collaboratively to help the network build an equitable, sustainable NHS Scotland genomics medicine service that delivers the testing that clinicians and patients need.

As we move forward into the 2026/2027 workplace, we are excited that this year should bring visibility of the optimal operating model that will allow us to accelerate progress.

We thank all our partners and stakeholders for their continued support and look forward to on-going collaboration.”

Governance Structure



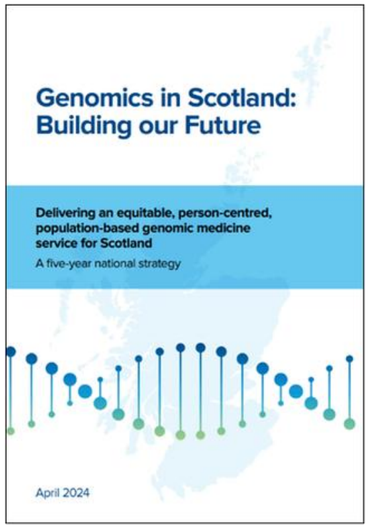
Network Oversight Board

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 Dr 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.

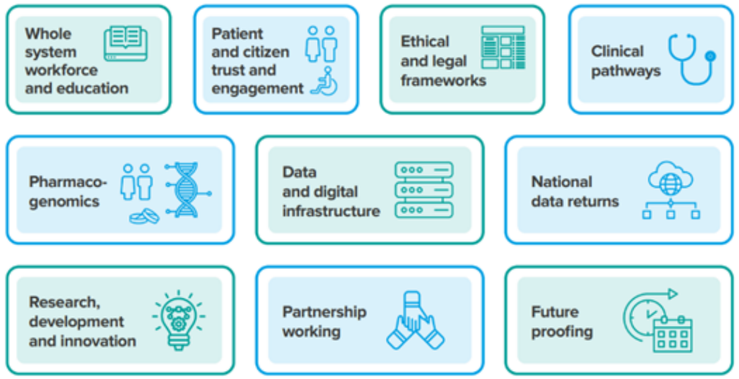
Genomics in Scotland strategy

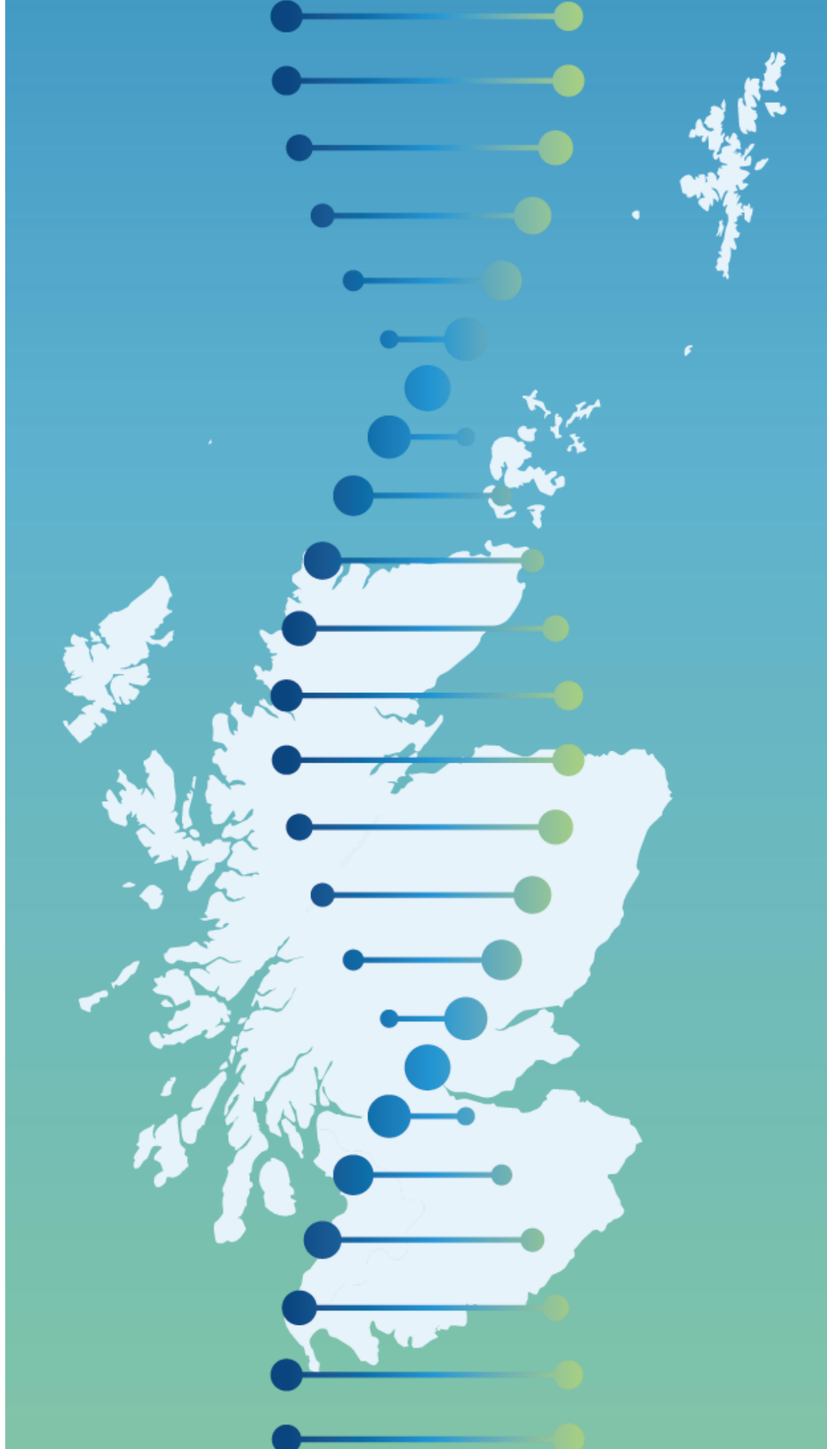


The Genomics in Scotland strategy was published in April 2024, after a period of stakeholder engagement supported by the SSNGM. The strategy sets out our commitment to the development of a robust and sustainable national genomic medicine service.

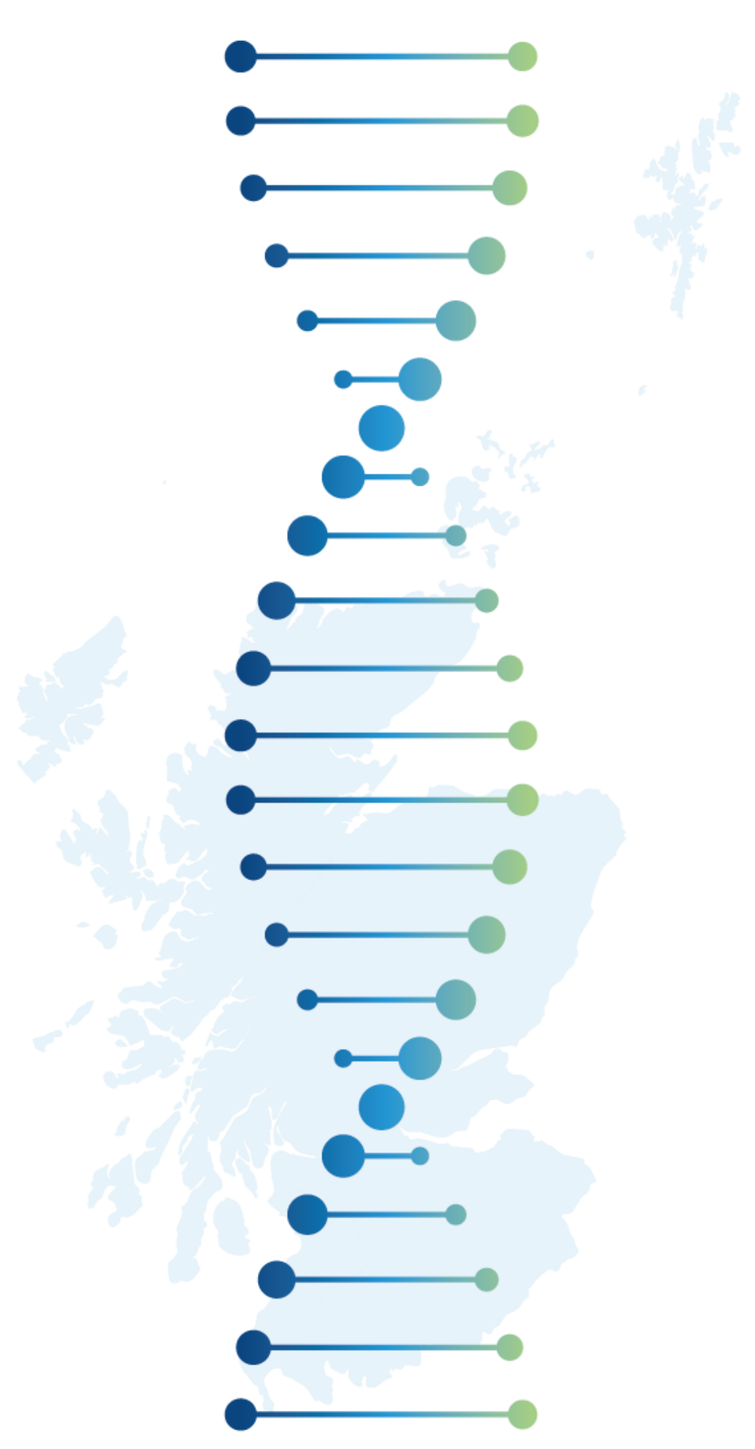
The strategy, through thirteen overarching strategic aims, is intent on improving access to genomic testing and building strong foundations (shown below) to allow Scotland to take full advantage of developments in genomic medicine going forward.

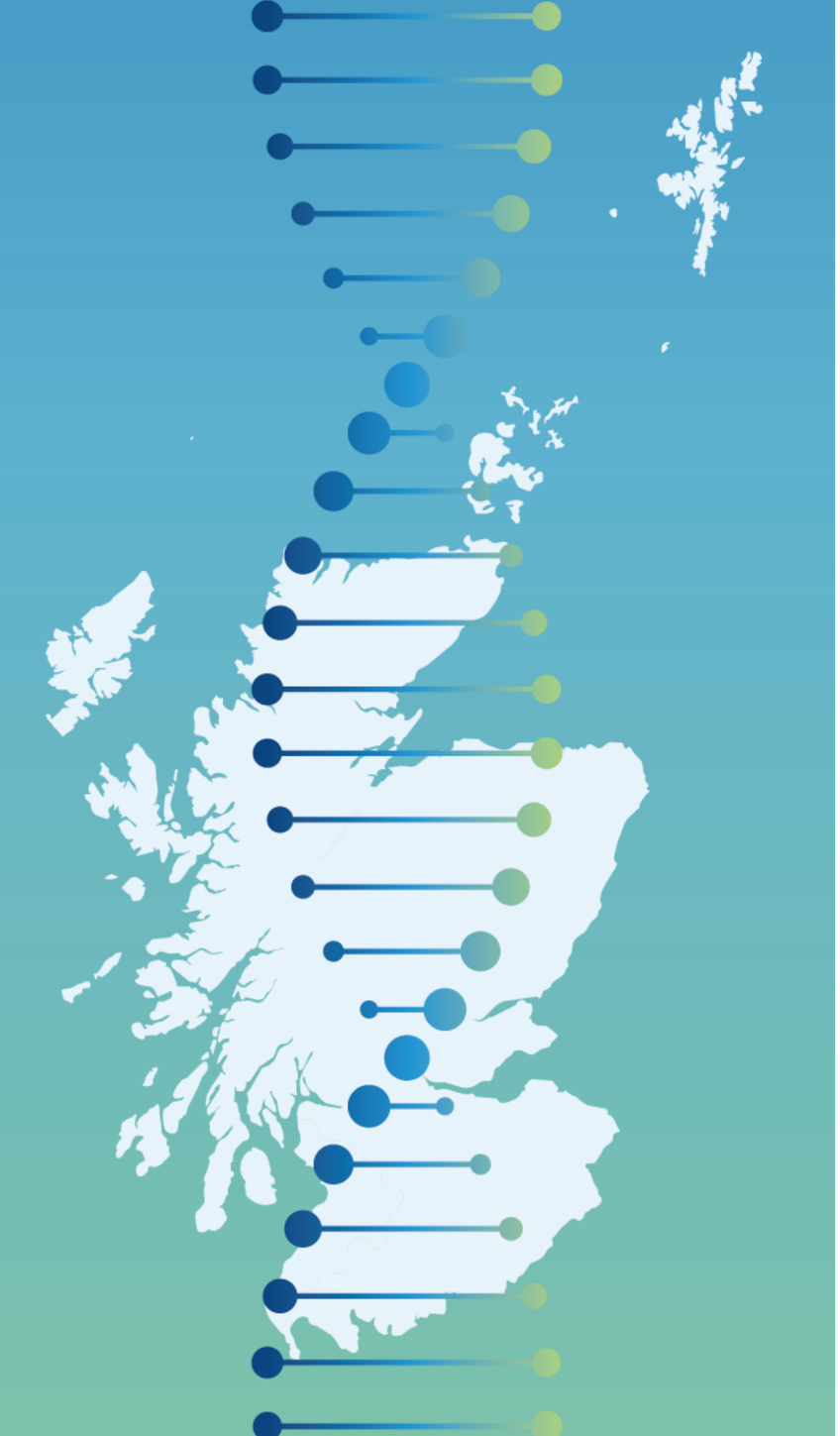
The initial phase of implementation was closely aligned to the genomic laboratories' transformation plan and the development of service model recommendations by NHS National Services Division. Progress against these areas is documented under the Network Deliverables and Laboratory Transformation sections of this report.





Laboratory Transformation





Transformation Delivery Plan 2024-26

The genomics landscape is evolving rapidly, necessitating transformative change. Key drivers include:

- Rising demand for genomic services across cancer, rare diseases, and pharmacogenomics.
- Findings from the NSD Major Review 2022, highlighting service costs, delivery variation, workforce pressures, and data limitations.

The Transformation Delivery Plan served as a foundational, time-limited programme aimed at establishing a sustainable “Once for Scotland” genomics service. This initiative facilitated the preparation for the Optimal Operating Model and national digital programmes. The pressing need for transformation underscores the importance of a coordinated response across genomic services and the healthcare system, ensuring we meet patient and organisational needs effectively.

The Genomics Laboratories Transformation Delivery Plan has undergone significant refinement since its inception. Version 1 was published in March 2024, marking the start of our focused efforts. A strategic shift led to the development of the Optimal Operating Model tailored for genomics laboratories. 9 high-level objectives and 22 delivery objectives were transferred to the Optimal Operating Model in April 2025, ensuring a streamlined focus moving forward. The remaining objectives include 16 high-level and 35 delivery objectives still outlined in the Delivery Plan.

March 2026 End of Plan Update: Overall Delivery Progress

Overall Completion

By March 2026, 81% of high-level and 76% of delivery objectives were completed, showing strong progress.

Priority Objectives

90% of Priority 1 and 76% of priority 2 objectives were delivered, highlighting effective focus on critical impacts.

Theme Completion

100% completion in Finance, Bioinformatics, PGx, and WGS. 60-75% completion in Data & Digital, Workforce, and Service Delivery Themes.

Overall Delivery Progress

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*	*Spring 2026 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. Taken forward as the OOM
	Drive forward the outcome of the service delivery options appraisal.	✓	✓	Ongoing. Taken forward as the OOM
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. Extension to September 26
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. Extension to 2026/27.

Overall Delivery Progress

Theme	*High Level Objective*	*2024-25*	*2025-26*	**Spring 2026 *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.	✓		Complete
	Develop a standardised, interrogable and integrateable test directory database.	✓		Delayed, expected Q2 2026/27
	Align to an international genomics disease ontology.	✓		Complete
	Develop a standardised activity unit.	✓		Complete
	Options analysis of solutions for a centralised data store for NHS genomic data.	✓		Complete
	Options analysis for a common data environment and data storage solution.	✓		Complete
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.	✓		Ongoing. Extended to 2026/27
	Understand the infrastructure requirements for the delivery of WGS.	✓		Complete
Pharmacogenomics	Operationalise SSNGM Pharmacogenomics Group including 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
	Make recommendations regarding future delivery model.	✓	✓	Ongoing - future readiness to be considered by the OOM

End of Plan Update: Objectives Progress

Finance

The finance theme has achieved **complete implementation** of a standardised national costing approach, enhancing commissioning practices and ensuring sustainability across all genomics laboratories.

Bioinformatics

Bioinformatics is marked by the successful completion of **national recommendations,** alongside a comprehensive workforce capability assessment, which are now foundational for future advancements.

Data & Digital

Foundational progress has been achieved, including standardised activity measure, a genomics glossary, and agreed approaches to a national data store. These outputs strengthen consistency, benchmarking, and future digital integration.

Innovation (WGS & PGx)

Whole Genome Sequencing has successfully defined **clinical demand**, providing critical insights that inform future planning and ensure resources are allocated efficiently. Pharmacogenomics has seen the preparation of the first coordinated national PGx pathway, focusing on CYP2C19 for stroke, facilitating more precise anti-platelet therapy.

Service Delivery

Service Delivery is substantially complete, with some **test consolidation** accomplished, alongside **demand-optimisation audits** that lay the groundwork for a more efficient service design going forward.

Workforce

The workforce initiative has made significant strides, completing national and UK **benchmarking**, **structural reviews**, and draft national **job descriptions** which will support effective recruitment and retention strategies moving into the future.

Oustanding Objectives

Data & Digital (Test directory Database)

Data integration objectives remains incomplete due to dependencies on national digital solutions, which are crucial for effective data usage and reporting across genomics laboratories.

Service Delivery (Referal Guidance and Education)

The test directory-linked referral guidance and clinician education initiatives are partially completed to date, as they require alignment with national digital programme developments for successful implementation.

Workforce (Workforce Modelling)

Longer-term workforce modelling aligned to service redesign was not achievable within the plan period. Change of approach and the deliberate de-prioritisation of the delivery plan work to support the Optimal Operating Model development contributed.

Transition to 2026-27 Delivery Plan

A substantial programme of foundational work across finance, workforce, bioinformatics, data and service delivery was delivered, despite an evolving strategic context and mid-plan re-prioritisation. It achieved strong overall delivery, with the majority of objectives completed and Priority 1 areas largely delivered. Outstanding objectives are clearly defined, near completion, and largely dependent on national digital infrastructure and Optimal Operating Model implementation. The delivery plan established the key enablers required for long-term transformation and provides a strong platform to move from planning into implementation, enabling tangible and sustainable change across genomics services in Scotland.

The next phase of Transformation will:

- Compete outstanding delivery plan objectives from the 2024-26 plan.
- Build on the foundations built in the 2024-26 plan, shifting from planning to implementation and benefits realisation.
- Finance, workforce, bioinformatics, and data standards will be integrated into routine business processes. Work in Data & Digital, Service Delivery, and Workforce themes to be finalised.
- Ensure continuity of governance and strategic alignment across programmes.
- Progress delivery through new transformation delivery plan 2026/27 objectives which will focus on the same six themes

Transformation Operational Working Group Progress

Transforming Genomics Laboratories Working Groups

Cancer Priorities

- 10/11 priorities implemented. Partial implementation of neuropathology in November 2025, full implementation planned for June 2026. Rare fusion testing to be delivered by June 2026.
- National costing model agreed and costings for cancer priorities and key pathways underway.

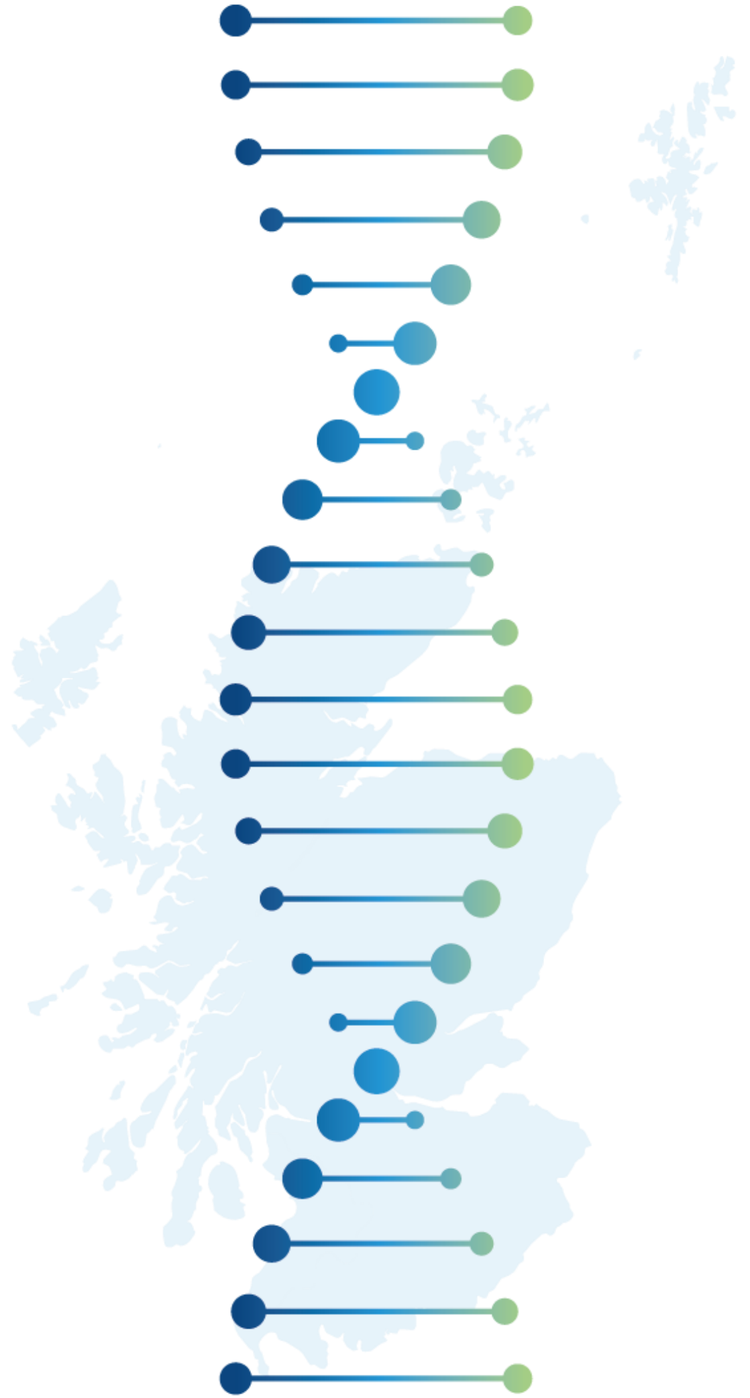
Demand Optimisation

- Audits complete for Chronic Myeloid Leukaemia (CML), Myeloid NGS, Cardiomyopathies, HFE Haemochromatosis, and Cystic Fibrosis, work ongoing to implement recommendations. Audits and recommendations to be finalised for Colorectal cancer.

Data Standardisation

- Rare & Inherited Disease Test directory V6 updated to align disease terminology with Mondo. Cancer terms to be updated in later versions.
- Glossary of terms finalised.

Optimal Operating Model



Optimal Operating Model Update

Throughout 2025-26, the SSNGM has been working with the Genomics Laboratories to develop a new Optimal Operating Model for the future delivery of their services. In July 2025 the SSNGM Oversight Board approved the move to a Task and Finish process for the Optimal Operating Model. It was agreed, that in line with the recently published document from Scottish Government, Scotland's Population Health Framework 2025-2035 and the Service renewal framework, a population planning approach should be utilised to determine what a sustainable and future proofed genomics laboratory service should look like for the patients of Scotland.

The Task and Finish process has been ongoing since September 2025 to make recommendations for the future Optimal Operating Model for the laboratories. To date, extensive scoping and data collection have been undertaken as well as multiple working groups with key stakeholders which have formed the basis of recommendations for the workforce, data & digital and bioinformatics requirements. Key criteria for the future leadership, management, finance, and governance have also been agreed. There have been some challenges around consensus on the service delivery model. A new executive group, including host board Chief Executive Officers and Medical Directors, has been established to help guide these discussions.

Optimal Operating Model Update

Laboratory data sets considered as part of the OOM are all now validated.

Reviewed UK-wide benchmarking and national workforce recommendations complete.

Recommendation for a new centralised model for data storage and sharing, moving to the implementation.

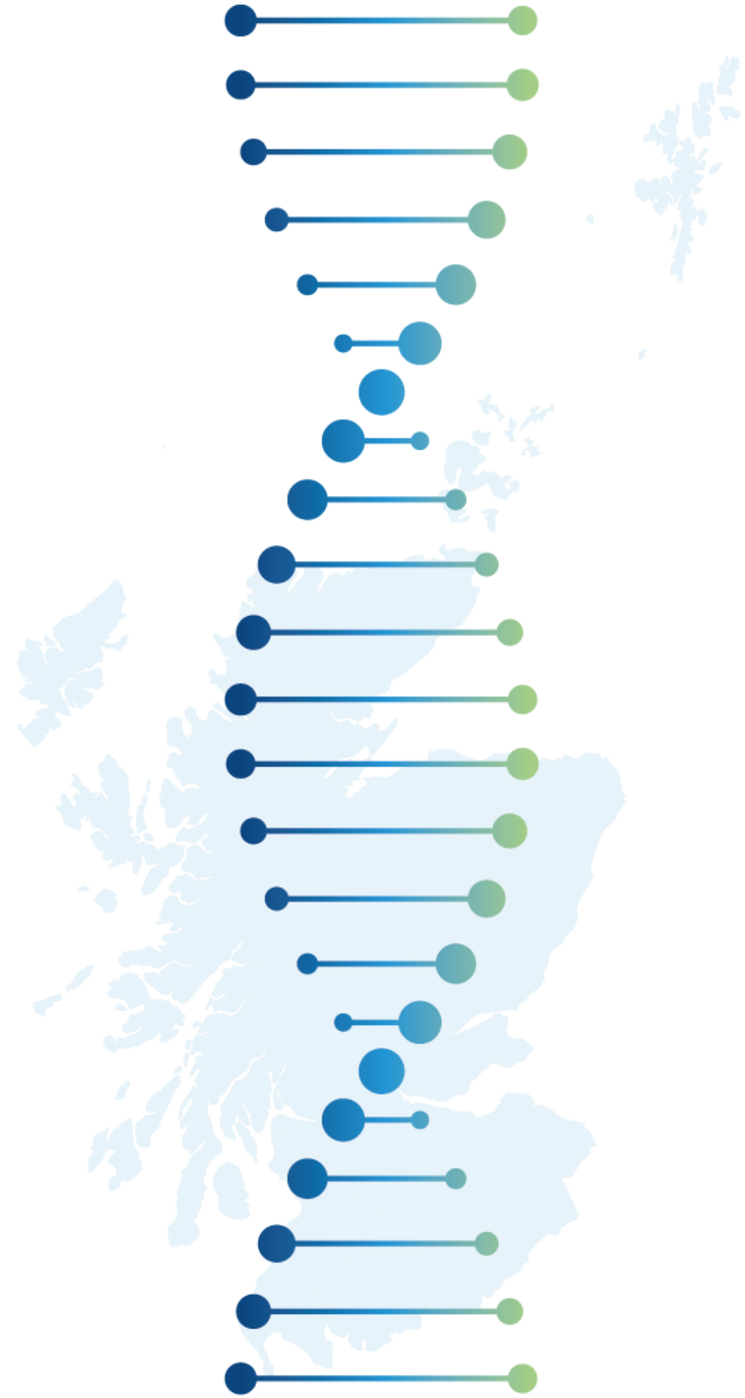
Recommendation for a nationally coordinated bioinformatics approach across all four labs.

Developed our future readiness clinical pathway maps for cancer and R&ID, know what we need and ideally when we need it.

Benefits and Impact workshop to review new national models for Leadership, Governance, Finance and Management.

Network Deliverables 2025/26

Significant progress has been made in achieving network's deliverables with a 93% completion rate of the 2025/26 SSNGM workplan. We have carried forward the development of the genomics workforce plan deliverable into the 2026-27 focus areas to ensure continuity and highlight the commitment to achieving those goals.



Education and Workforce 2025/26

Education, Training, & Workforce

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: Good progress has been made on developing the national genomics workforce plan. Establishment data for all major staff groups has now been collected, validated, and confirmed, giving a solid foundation for planning. The workforce questionnaire has been completed, providing insight into recruitment and retention challenges, succession planning, training needs, innovation, and digital capability. Analysis of this information highlights increasing service demand, immediate workforce pressures, and the need for both workforce development and longer-term transformation. A Workforce Plan Engagement Workshop was held on 23 Mar ‘26 with representation from Clinical Genetics and Genomics Labs, and the feedback gathered is helping shape the next phase of the plan.

Next steps: Agreeing national genomics workforce priorities and recommendations, establishing a small writing group to draft the workforce plan, and delivering further stakeholder engagement workshops to refine and validate the proposals.

Benefits

Ensures the genomics area 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.

Education and Workforce 2025/26

Education, Training, & Workforce

Objective

Understand the impact of developments in Digital Infrastructure and Bioinformatics on the future workforce requirements including the educational resources required to support this workforce.

Progress/Next steps

Progress: The group continues to work closely with data and digital colleagues, and the bioinformatics recommendations will be incorporated into the workforce plan with continued input from genomics laboratories.

Next steps: The work will continue to assess the workforce implications of digital and bioinformatics developments and ensure these insights are fully reflected in the emerging workforce plan through ongoing collaboration with data, digital, and laboratory teams.

Benefits

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.

Education and Workforce 2025/26

Education, Training, & Workforce

Objective	Progress/Next steps	Benefits
Work with the following staff groups (Pathology, Haematology, Oncology, Clinical Genetics, Pharmacy) to support collaborative development and delivery of training materials to support wider education of healthcare professionals.	Progress: Complete group members come from a broad mix of specialties, including clinical genetics, oncology and haematology. Training materials have been widely discussed within the group by NES colleagues who have presented and shared progress of resources development during meetings to support alignment and consistency across professions. Next steps: The work will continue through ongoing collaboration with colleagues across pathology, oncology, haematology, clinical genetics to further develop and refine the training materials.	Ensures the genomics area 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.

Continuous Improvement

Undertake horizon scanning / Innovative thinking to identify opportunities for shared development by linking with other disciplines e.g. Haematology, Oncology	Progress: Broad discussions have taken place on how emerging opportunities can inform the genomics workforce plan, including multidisciplinary discussions with oncology and haematology colleagues to explore areas of alignment like MDTs. Next steps: Collaboration and discussion with oncology, haematology (group members) and other relevant disciplines will continue as part of the ongoing horizon-scanning work.	Undertaking horizon scanning and innovative thinking helps identify opportunities for shared development across. This supports more collaborative, efficient service development and contributes to improved patient outcomes through aligned and future-focused care. (E.g. MDT)

Education and Workforce 2025/26

Continuous Improvement

Objective

Map genomic training and educational resources available within Scotland and available through collaborations with UK partners in order to highlight and address any gaps identified.

Progress/Next steps

Progress: Complete. The training and educational gap analysis for genomic resources has been completed by NES colleagues, with the report finalised in November 2025.

Benefits

Mapping genomic training and education resources across Scotland and through UK partnerships helps clarify national priorities, including the Scottish Government education review. Identifying gaps enables targeted improvements to strengthen workforce capability and preparedness.

Data and Digital 2025/26

Engagement with stakeholders

Objective

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

Progress/Next steps

Progress: Complete. 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.

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.

Network Governance and Structure

Develop recommendations for a Optimal Operating Model for the centralisation and sharing of NHS genomic data through a common data environment.

Progress: Complete. The NSS DAS team has produced the set of recommendations required for centralisation and sharing storage system for data next steps, which represents great progress. One of these recommendations was the development of a Strategic Case for Change, and this has already been delivered by Atos with a recommendation that the National Digital Platform is the preferred option for genomics data storage and sharing.

Next steps: Work will be taken forward in 2026-2027 to include development of a business case

Developing recommendations for a Optimal Operating Model supports a consistent approach to centralising and sharing NHS genomic data through a common data environment. This improves data consistency, access, and governance across organisations.

Data and Digital 2025/26

Network Governance and Structure

Objective

Develop recommendations for a Optimal Operating Model for the delivery of a bioinformatics solutions for Scotland.

Progress/Next steps

Progress: Complete. Recommendation developed and approved by TFG Group and Data and Digital Group.

Benefits

Developing recommendations for a Optimal Operating Model supports a consistent approach to centralising and sharing NHS genomic data through a common data environment. This improves data consistency, access, and governance across organisations.

Data and Digital 2025/26

	Objective	Progress/Next steps	Benefits
 Engagement with stakeholders	**Work with key stakeholders (e.g. PHS) to ensure standardise datasets are fit for purpose for wider use across Scotland.**	Progress: The group brought together representatives from multiple sectors, including PHS, NDP etc. enabling effective collaboration and providing a forum to ensure that dataset requirements, quality, and usability were comprehensively discussed and addressed. Next steps: Continue collaborative working with stakeholders.	This collaborative approach ensures high-quality, standardised datasets that meet shared needs, support interoperability, and enable confident reuse across Scotland.
	Engage with the SSNGM Education and Workforce group regarding workforce requirements for data and digital and bioinformatics.	Progress: Engagement is in place, and updates are given out equally to both groups to avoid repetition.	Engagement with Education and Workforce group helps fostering collaboration , introduces a range of ideas, viewpoints, and expertise and reduces duplications of efforts.
 Continuous Improvement	**Priorities short-, medium- and long-term data and digital recommendations.**	Progress: Priorities have been agreed based on recommendations for bioinformatics, and storage, and sharing systems, Next steps: focused on following these recommendations and taking the agreed actions.	This deliverable ensures clear, agreed priorities that coordinated action across bioinformatics, storage, and sharing systems

Network Deliverables 2025/2026

Continuous Improvement

Objective	Progress/Next steps	Benefits
Launch - Online Test Directories.	Progress: The updated online Test Directory V.6 was published in Sept.'25. User feedback identified improvements needed to the format and visual presentation. In response, a Test Directory Group has been established with laboratory experts. The group's workplan has been agreed, and a request for a dedicated DaS web page for the directory has been submitted. Next steps: The group will focus initially on the RID Test Directory, with completion expected by mid-July 2026, followed by review and reformatting of the solid tumour, haematological malignancy and pharmacogenomics directories.	This user-friendly platform is expected to enhance accessibility, allowing healthcare professionals and others to quickly view and navigate the available genomic tests in Scotland. The web-based dashboard will improve user satisfaction, reduce time spent searching for tests.
Horizon Scanning: Develop a prioritisation system for new genomic testing	Progress: Completed. The NSD and combined Scottish Government/NSD prioritisation measures were trailed using different genomic tests and targets. It was found best-suited for the assessment at a service level rather than individual tests or targets.	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 Deliverables 2025/2026

Engagement with stakeholders

Objective	Progress/Next steps	Benefits
Attend Clinical Genomics Forum (CGF) event, to increase opportunities for engagement with stakeholders. **Maintain engagement agreement with Cancer Community**	Progress: Completed. The SSNGM Scientific Lead attended the CGF bi-annual event. Cancer Community regional cancer meetings for the North and West have been attended, and cancer and clinical genetics engagement plans are in place. Next steps: Maintain ongoing engagement with the Cancer Community and participate in the CGF annual events to strength relationships with genetics community.	The engagement event helps strengthen relationships within the cancer and clinical genetics communities. It provides a platform to keep stakeholders informed about key updates and changes within the network.
Develop educational webinars with CGF	Progress: A scoping meeting was held, with agreement on the initial topic and the need for a programme of educational webinars. Next steps: Currently seeking a speaker for the 1st webinars with delivery planned for the first part of the year.	The webinars will provide an accessible platform for education, support professional development, and keep stakeholders informed of key updates, advances, and changes across the genomics network for rare and inherited disease.

Network Deliverables 2025/2026

Engagement with stakeholders

Objective	Progress/Next steps	Benefits
Maintain/ update SSNGM Website for event notices and sharing of news	Progress: The website is being reviewed on a regular basis. Next steps: A user-survey review of the website will be undertaken, with consideration given to the inclusion of dedicated education and patient information tabs.	By keeping stakeholders informed about upcoming events and network changes, the website will improve engagement and participation.

Strategic Service Planning and Development

Support delivery of the year two Implementation plan via the transformation delivery plan.	Progress: The SSNGM Workplan 25/26 was designed to include year 2 implementation plan deliverables to support the establishment. 93% 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.

Network Deliverables 2025/2026

Network Governance and Structure

Objective	Progress/Next steps	Benefits
Annual Review of Network Terms of Reference	Progress: Review completed March 2026.	The annual review of the Terms of Reference (ToR) ensures alignment with organisational goals, improves accountability, and adapts to changes. It enhances efficiency and supports continuous improvement

Education, Training, & Workforce

Maintain educational webinars with Pathology	Progress: The network has achieved significant success, delivering four webinars focused on lung, endometrial, colorectal, and thyroid cancers. Next Steps: This momentum will continue into the coming year, with further webinars planned in renal and lymphoid. In addition, the next scoping meeting is scheduled for August 2026.	Engaging with pathology for educational events has enhanced communication and provide opportunities to improve knowledge. These events keep participants updated on the relevant topics in genomic laboratories and pathology, promoting continuous learning and professional growth.

Network Priorities 2026/2027

Network Priorities 2026/2027

Network Governance and Structure

Objective

Create a genomic sample retention policy for genomic samples in NHS Scotland

Progress/Next steps

Progress: Initial discussions have commenced with laboratories through the Data and Digital Group. This work also sits with the Transformation Team as a collaborative activity.

Next-steps: Policy to be drafted

Benefits

Provides clear, consistent guidance on how long samples should be stored. Improves governance and supports safe, compliant laboratory practice. Ensures samples are available for re-analysis or future testing when needed.

Network Priorities 2026/2027

Education, Training, & Workforce

Objective	Progress/Next steps	Benefits
Improving outreach to mainstream clinicians' education resource on the website	Progress: Initial discussions have taken place to identify the need for mainstream clinicians' education, with Clinical Genetics. This work is informing the development of a draft paper outlining the scope of support required and proposed approaches. Next steps: Focus on further clarifying requirements, engaging additional stakeholders.	Increases awareness and understanding of genomics among non-specialist clinicians. Helps clinicians identify patients who may benefit from testing. Supports more consistent use of genomic services across Scotland like Test Directory
Deliver Educational Webinars	Progress:Webinars on lymphoid and renal cancers will be delivered in May and June 2026 Next Steps: Continued to deliver a successful programme of educational webinars. Webinars on lymphoid and renal cancers will be delivered in May and June 2026. An August scoping session will plan future topics,	Offers regular, accessible training for clinicians/ lab staff across Scotland. Keeps staff up to date with new testing pathways in genomics. Supports continuous professional development.

Network Priorities 2026/2027

	Objective	Progress/Next steps	Benefits
 Engagement with stakeholders	**Improve SSNGM website through gathering user feedback and enhancing content for patients and clinicians, including education resources**	Progress: The user feedback survey has been drafted, capturing initial themes and requirements, and will be used to gather structured input to inform next steps Next steps: Implement the changes on the website and carry out user testing to validate improvements and ensure the site meets user needs.	Creates a more user-friendly site for patients and clinicians. Provides clearer, more relevant genomic information and education materials. Ensures content better reflects user needs through feedback.
 Continuous Improvement	**Review and strengthening of the Horizon Scanning process**	Progress: A review of the group's requirements is underway with the laboratories. Next steps: Restarting group meetings and progressing the work accordingly.	Strengthening the horizon-scanning process ensures NHS Scotland has a reliable and forward-looking mechanism for identifying emerging issues, innovations, and risks. It improves the accuracy and consistency of insights, ensures the right stakeholders are engaged, and supports better strategic planning and decision-making.

Education and Workforce Priorities 2026/2027

Strategic Service Planning and Development

Objective

Finalise workforce plan, setting out the optimal workforce model to support the delivery of genomic medicine service.

Progress/Next steps

Progress: Good progress has been made in developing the Genomics Workforce Plan. Establishment data across all major genomics staff groups has been collected and validated. A national workforce questionnaire has been analysed, highlighting rising demand, current workforce pressures, development needs and the importance of a coordinated national approach. A first stakeholder workshop was held to review findings, identify gaps and agree priorities, with outputs shared for feedback.

Next steps: Focus on agreeing national priorities and recommendations, establishing a writing group, and continuing stakeholder engagement through further workshops.

Benefits

Ensures the genomics area 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.

Education, Training, & Workforce

Support the Genetic Counsellor Training Programme through meeting coordination and programme support

Objective to be confirmed by the Education and Workforce Group.

Providing coordinated support to the Genetic Counsellor Training Programme enables trainees to access high-quality learning and development opportunities which contributes to building a skilled and sustainable workforce.

Education and Workforce Priorities 2026/2027

Continuous Improvement

Objective	Progress/Next steps	Benefits
Establish short life working groups (3–6 months) to identify skills gaps and define actions for next steps (e.g., pharmacogenomics, bioinformatics, strategic leadership).	Work to commence in June 2026.	Identifying skills gaps provides a clear evidence base for workforce planning, enabling resources and training to be targeted where they will have the greatest impact.
Continue to undertake horizon scanning to identify opportunities for shared development by linking with other disciplines (e.g., pathology oncology etc.)	Progress: Broad exploratory discussions have been held to understand how emerging opportunities can inform and shape the genomics workforce plan. This has included multidisciplinary engagement with oncology and haematology colleagues Next steps: Ongoing collaboration and dialogue will continue with oncology, haematology group members, and other relevant disciplines as part of continued horizon-scanning activity.	Continuing horizon scanning enables early identification of shared development opportunities across genomics, pathology, oncology, and related disciplines.

Data and Digital Priorities 2026/2027

Continuous Improvement

Objective

Continue linking with appropriate stakeholders to understand the future data and digital requirements.

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, PSDS as well as links to regional Digital/IT teams.

Next steps : Continue linking with stakeholders.

Benefits

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

Engagement with stakeholders

Engaging with Stakeholders Work with key stakeholders (e.g. PHS) to ensure standardise datasets are fit for purpose for wider use across Scotland.

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

Next Steps: Continue engaging with stakeholders

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

Data and Digital Priorities 2026/2027

Strategic Service Planning and Development

Objective	Progress/Next steps	Benefits
Explore requirements for a Genomic Data Retention Policy for NHS Scotland	Progress: Discussions have commenced with the Data and Digital Group in this area. Next steps: A short-life working group will be established to progress development of the plan for policy.	Provide NHS Scotland a clear understanding of what is required for a genomic data retention policy, ensuring any future work is compliant, well-scoped, and based on evidence. It also aligns key stakeholders early, reducing risks and enabling better planning for subsequent policy development.
Review of Atos recommendations and agreement on Implementation next steps	Progress: The recommendations have been discussed with government, DaS colleagues, and there is agreement to proceed. Next steps: Further discussions as required to support delivery.	Ensures that the recommendations from Atos are fully understood, prioritised, and translated into actionable next steps. It supports informed decision-making, reduces implementation risks, and helps align stakeholders around a clear, agreed path forward.

Test Directory Priorities 2026/27

Continuous Improvement

Objective

Accurate, up-to-date, machine (and human) readable genomic test directory

Progress/Next steps

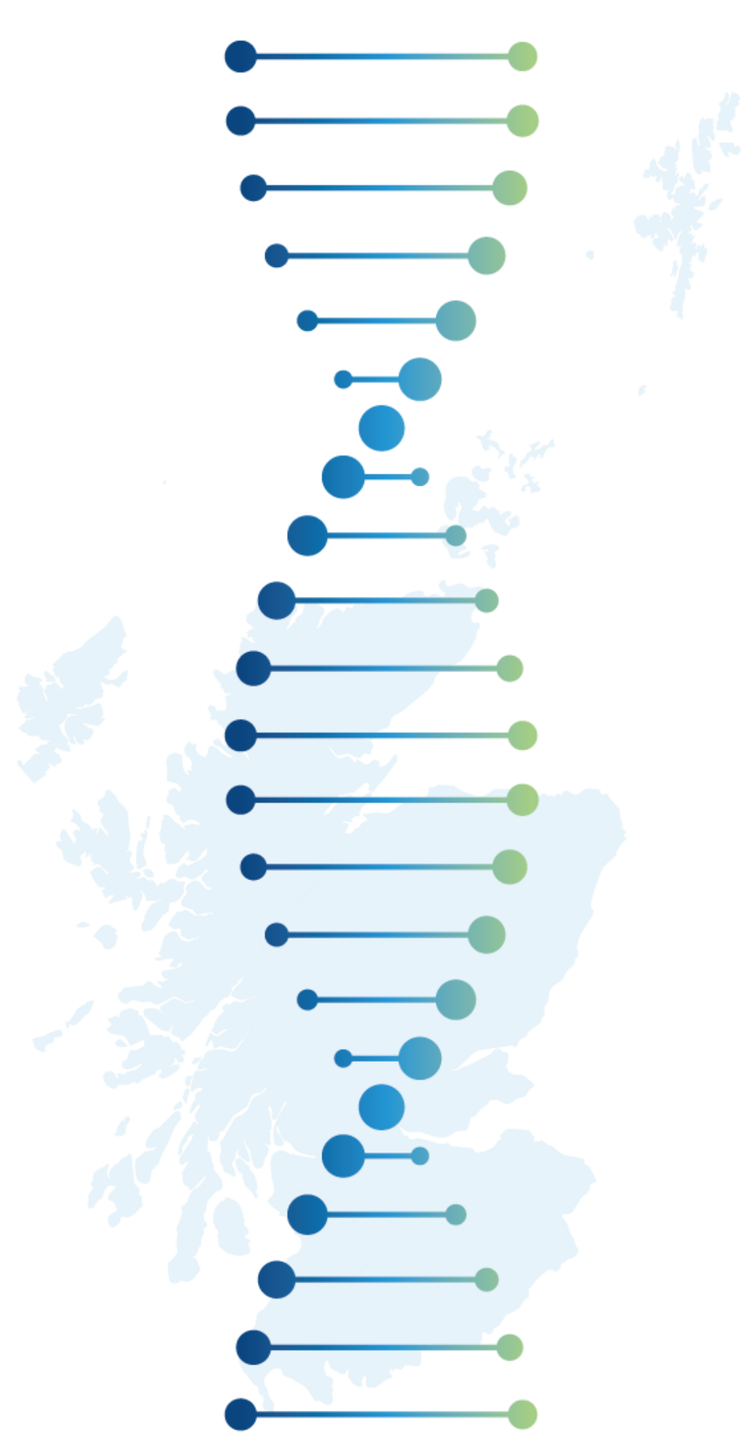
Progress: Work underway to review and reformat the Rare and Inherited Disease Test Directory by Mid-July 2026 to improve clarity, consistency and accuracy. DaS demand request submitted and accepted onto their workplan. Website development work underway.

Next Steps: The Test Directory will be organised into four defined directories: rare and inherited diseases, solid tumours, pharmacogenomics, and haemato-oncology. These will be presented as separate tabs within the existing spreadsheet to improve usability, accessibility and navigation, with an additional PDF version to support wider use. The demo of the website will be reviewed and ciruclated for user testing.

Benefits

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

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. 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 also 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 colleagues in NHS England, NHS Wales and Health and Social Care Northern Ireland.

Communication and Engagement

The SSNGM has continued to deliver a comprehensive programme of educational webinars throughout 2025/2026. These sessions have focused on the role of pathology and molecular genetics in lung, endometrial, colorectal, and thyroid cancers.

<u>The primary objectives of the webinars were:</u>

- Build on the success of the initial webinar series by expanding delivered content and ensuring sustained knowledge development across a wider audience.
- Strengthen engagement with returning participants while broadening reach to new healthcare professionals across Scotland.
- Support the implementation of newly introduced pathways by providing follow-up refresher sessions and practical insights into their application in clinical practice.
- Continuously improve the quality and relevance of the programme through feedback-driven refinement of content and delivery.
- Embed the webinar series as a recognised and trusted educational resource within the genomics and pathology community.

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

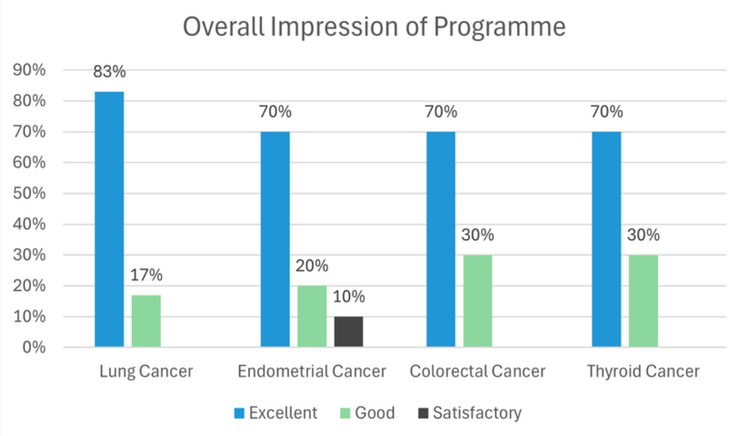


Fig.1 Overall impression of the programme aspect of the webinars.

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

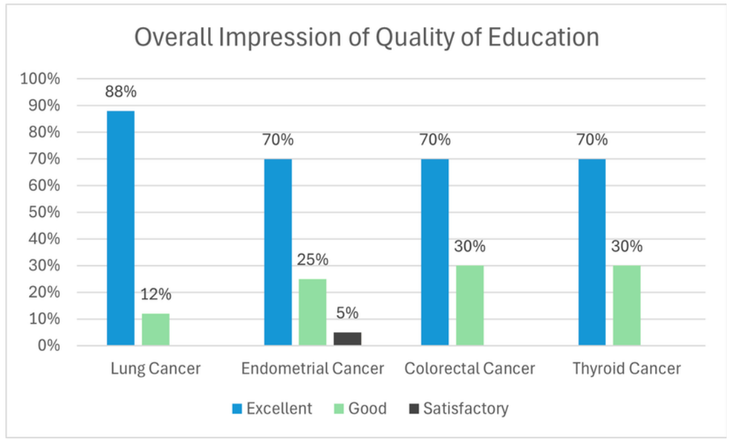


Fig.2 Overall impression of the quality of education aspect of the webinars.

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

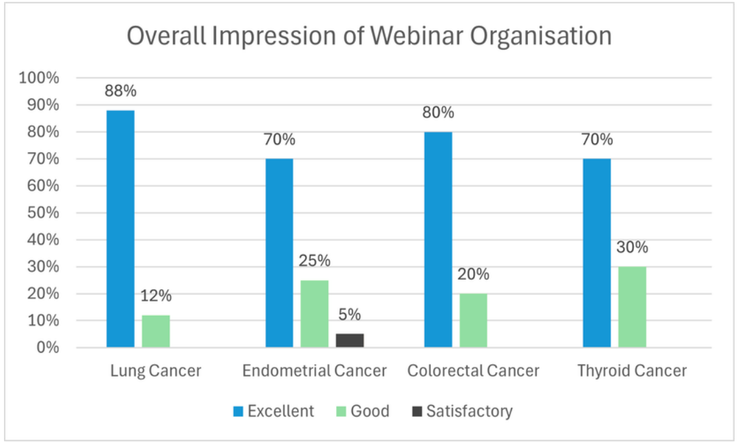


Fig.3 Overall impression of the organisation aspect of the webinars.

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

Communication and Engagement

Website

The website aims to provide a central source of information on the work of the network and wider developments.
Our website address is **www.genomics.nhs.scot.** Compared to 2024-2025 the networks website demonstrated a marked increase in visibility and user engagement. This growth **(16%)** has driven higher levels of network interaction and strengthened stakeholder awareness and utilisation of online resources.

Meetings

There was an average of **66% attendance** at our Oversight Board meetings last year and an average of **58% attendance** at our Steering Group meetings for 2025/26. The SSNGM saw positive engagement in our core group meetings last year. (Network meetings saw a decrease from 2024/2025 due to a number of groups being placed on hold as network resources were placed to support the Genomics Laboratories Task and Finish Group.)

Group	Number of Meetings
Patient Involvement Advisory Group	2
Horizon Scanning	1
Education and Workforce	5
Data and Digital	1
Test Directory (Rare and Inherited Disease)	2
Test Directory (Solid Tumour)	3
Clincal Genomics Forum	4

Onward Cascade Communication

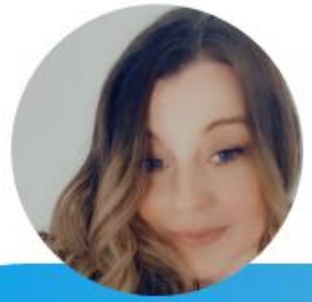
The Network has developed a range of communications to be shared with wider stakeholders, ensuring awareness of ongoing progress and key developments. This has included two editions focusing on the workforce plan, as well as updates from the Task and Finish Group and a planned communication from Test Directory Group.

Newsletters

Generic Newsletter
The SSNGM has received great engagement with the network newsletter averaging **260 views** and **49 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 2025/2026 averaged **176 views** per newsletter with **34 in-depth reads.**

MEET the TEAM



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