



**NHS Monthly Insight Report**

**March 2025**

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### Introduction

'The Internal Audit Network' (TIAN) comprises the seven NHS internal audit consortiums and in-house teams operating across England. These organisations collaborate across a number of areas to leverage their collective knowledge and expertise and drive efficiency and effectiveness. This monthly insight report produced by TIAN highlights key publications and is intended as a useful update and reference tool for our clients.

Developments in the NHS	
<b>Department for Science, Innovation and Technology - Digital inclusion action plan: first steps</b>	<p>This plan aims to close the digital divide in the UK, ensuring that everyone has the access, skills, support and confidence to engage in our modern digital society and economy, whatever their circumstances. The first five actions look at local level support, skills, devices, accessible government services and evidence around health outcomes and health inequalities. It focuses on young people, older people, people with disabilities, people currently out of work, and low-income households.</p> <p><a href="https://www.gov.uk/government/publications/digital-inclusion-action-plan-first-steps/digital-inclusion-action-plan-first-steps">https://www.gov.uk/government/publications/digital-inclusion-action-plan-first-steps/digital-inclusion-action-plan-first-steps</a></p> <p><b>For information</b></p>
<b>NHS England - National Induction Framework</b>	<p>The National Induction Framework is designed to inform, guide and navigate new colleagues working in health and social care - across organisations and systems. The content can be used by all NHS and social care employers and includes guides and templates for recruiting managers to support new joiners.</p> <p><a href="https://www.england.nhs.uk/leaders/national-induction-framework/">https://www.england.nhs.uk/leaders/national-induction-framework/</a></p> <p><b>For information and use by all NHS employers</b></p>
<b>NHS England - 2024 National NHS Staff Survey and National Quarterly Pulse Survey (NQPS) results</b>	<p>Results from the 2024 annual survey to collect staff views about working in their NHS organisation have been published.</p> <p><a href="https://www.gov.uk/government/statistics/2024-national-nhs-staff-survey-results">https://www.gov.uk/government/statistics/2024-national-nhs-staff-survey-results</a></p> <p>The NHS Survey Coordination Centre has published a briefing on the 2024 national results. The statistical results of the 2024 NHS Staff Survey give invaluable insight into the experiences of more than 700,000 people working in the NHS in autumn 2024. It covers subjects such as bullying and discrimination, morale, compassionate leadership, learning, staff engagement and more.</p> <p><a href="https://www.nhsstaffsurveys.com/static/c1a573e95b1a49428676ef4b24f5efe7/National-Results-Briefing-2024.pdf">https://www.nhsstaffsurveys.com/static/c1a573e95b1a49428676ef4b24f5efe7/National-Results-Briefing-2024.pdf</a></p> <p>Additionally, Q4 2024/25 NQPS data is now live on the NQPS webpage, where local results can be viewed and insights shared with staff.</p> <p><a href="https://www.england.nhs.uk/fft/nqps/national-quarterly-pulse-survey-data/">https://www.england.nhs.uk/fft/nqps/national-quarterly-pulse-survey-data/</a></p> <p><b>For information and consideration</b></p>
<b>Care Quality Commission (CQC) - Monitoring the Mental Health Act in 2023/24</b>	<p>The Mental Health Act 1983 (MHA) is the legal framework that provides authority for hospitals to detain and treat people who have a mental illness and need protection for their own health or safety, or the safety of other people. This report sets out the CQC's activity and findings during 2023/24 from engagement with people who are subject to the MHA as well as a review of services registered to assess, treat and care for people detained using the MHA.</p> <p><a href="https://www.cqc.org.uk/publications/monitoring-mental-health-act/2023-2024">https://www.cqc.org.uk/publications/monitoring-mental-health-act/2023-2024</a></p> <p><b>For information and consideration</b></p>

Developments in the NHS	
<b>National Audit Office - Lessons learned: private finance for infrastructure</b>	<p>This report sets out a series of insights drawn from its back catalogue of reports and discussions with stakeholders across the public and private sectors, on the various models of private financing for public infrastructure projects. It contains 12 key considerations for decision-makers grouped under three headings: creating the right conditions to support investor and public confidence; making the right decisions at policy and project levels; and adopting a commercial strategy to deliver successful outcomes.</p> <p><a href="https://www.nao.org.uk/wp-content/uploads/2025/03/lessons-learned-private-finance-for-infrastructure.pdf">https://www.nao.org.uk/wp-content/uploads/2025/03/lessons-learned-private-finance-for-infrastructure.pdf</a></p> <p><b>For information</b></p>
<b>NHS Providers - Leveraging digital transformation to tackle the system-wide productivity challenge</b>	<p>This briefing explores how integrated care system leaders are harnessing digital tools, data and system-wide collaboration to drive productivity.</p> <p><a href="https://nhsproviders.org/media/700115/digital-ics-insights-february-2025.pdf">https://nhsproviders.org/media/700115/digital-ics-insights-february-2025.pdf</a></p> <p><b>For information and consideration</b></p>
<b>NHS Confederation - Abolishing NHS England: what you need to know</b>	<p>This briefing sets out the key points from developments confirming the abolishment of NHS England.</p> <p><a href="https://www.nhsconfed.org/publications/abolishing-nhs-england-what-you-need-know">https://www.nhsconfed.org/publications/abolishing-nhs-england-what-you-need-know</a></p> <p><b>For information</b></p>
<b>NHS Confederation - Pioneers of reform: realising a new vision of ICB strategic commissioning</b>	<p>This report outlines a new vision for strategic commissioning that will enable integrated care boards (ICBs) to be pioneers of reform, and the skills and capabilities needed to fulfil their statutory duties and their wider role in driving and sustaining transformation in health and care. The report also sets out recommendations for a phased implementation process.</p> <p><a href="https://www.nhsconfed.org/system/files/2025-03/Pioneers-of-reform_0.pdf">https://www.nhsconfed.org/system/files/2025-03/Pioneers-of-reform_0.pdf</a></p> <p><b>For information of ICB boards</b></p>
<b>NHS Confederation - GP Contract 2025/26: what you need to know</b>	<p>This briefing provides a summary and analysis of the GP Contract 2025/26, which was announced on 28 February 2025.</p> <p><a href="https://www.nhsconfed.org/publications/gp-contract-202526-what-you-need-know">https://www.nhsconfed.org/publications/gp-contract-202526-what-you-need-know</a></p> <p><b>For information</b></p>
<b>NHS Confederation - The future of primary care</b>	<p>This report discusses how primary care at scale can evolve and innovate to support the government's ambition to shift care closer to home. It is intended for primary care and integrated care system leaders and policy-makers within the Department of Health and Social Care and NHS England, and sets out short and long-term recommendations.</p> <p><a href="https://www.nhsconfed.org/system/files/2025-02/The-future-of-primary-care_1.pdf">https://www.nhsconfed.org/system/files/2025-02/The-future-of-primary-care_1.pdf</a></p> <p><b>For information</b></p>
<b>HFMA - Year-end reminders for NHS audit committees</b>	<p>To support audit committees as they review their 2024/25 annual report and accounts, this briefing sets out the main issues and key assurance questions to ask.</p> <p><a href="https://www.hfma.org.uk/publications/year-end-reminders-nhs-audit-committees-0">https://www.hfma.org.uk/publications/year-end-reminders-nhs-audit-committees-0</a></p> <p>The HFMA has also issued a related briefing regarding the “Remuneration report 2024/25”. This paper sets out the current remuneration report requirements, along with references to additional guidance and issues for NHS bodies to consider.</p> <p><a href="https://www.hfma.org.uk/publications/remuneration-report-202425">https://www.hfma.org.uk/publications/remuneration-report-202425</a></p> <p><b>For information and consideration by NHS Audit Committees</b></p>

Developments in the NHS	
<b>HFMA - Tailoring the annual report and accounts</b>	<p>Based on conversations with auditors and preparers, this briefing gives some hints and tips on preparing a well-tailored annual report and accounts.</p> <p><a href="https://www.hfma.org.uk/publications/tailoring-annual-report-and-accounts">https://www.hfma.org.uk/publications/tailoring-annual-report-and-accounts</a></p> <p><b>For information</b></p>
<b>HFMA - NHS staff cost issues</b>	<p>This briefing considers issues relating to employment of staff that may impact on financial reporting or the financial position of an NHS body. It considers the accounting implications of:</p> <ul style="list-style-type: none"> <li>• pay increases</li> <li>• fair pay disclosures</li> <li>• re-banding</li> <li>• severance payments</li> </ul> <p>The following issues are also considered, in terms of financial governance and management:</p> <ul style="list-style-type: none"> <li>• special payments</li> <li>• off payroll arrangements</li> <li>• national minimum wage</li> <li>• cost of living crisis.</li> </ul> <p><a href="https://www.hfma.org.uk/publications/nhs-staff-cost-issues">https://www.hfma.org.uk/publications/nhs-staff-cost-issues</a></p> <p><b>For information</b></p>
<b>Institute for Fiscal Studies - Can the government achieve its 18-week elective waiting time target?</b>	<p>Modelling used in this report shows that meeting the NHS 18-week target by the end of this parliament will likely require historically large increases in activity alongside reductions in demand and greater prioritisation of those waiting a long time. The report concludes that the government will more likely than not miss this 18-week waiting time target.</p> <p><a href="https://ifs.org.uk/sites/default/files/2025-03/18%20week%20report%20with%20cover%20pdf.pdf">https://ifs.org.uk/sites/default/files/2025-03/18%20week%20report%20with%20cover%20pdf.pdf</a></p> <p><b>For information</b></p>
<b>The Health Foundation - How racism affects health</b>	<p>This report, published jointly with the Runnymede Trust, examines the relationship between racism and health outcomes. It shows how people of colour experience three building blocks of good health – employment, income, and where people live – and finds large, unacceptable variations according to ethnicity. Going forward, a credible health prevention agenda needs to: take steps to embed racial equity in policy and decision-making around the building blocks of health; work with communities of colour to co-produce strategies to further understand and address racism in the building blocks of health; and improve data quality and collection to enable effective monitoring of impact.</p> <p><a href="https://www.health.org.uk/reports-and-analysis/reports/how-racism-affects-health">https://www.health.org.uk/reports-and-analysis/reports/how-racism-affects-health</a></p> <p><b>For information</b></p>
<b>Commission for Healthier Working Lives - Action for healthier working lives: final report of the CfHWL</b>	<p>The independent Commission for Healthier Working Lives (CfHWL) was established by the Health Foundation to build a consensus for the action needed by government and employers to meet the UK's work and health challenges. The Commission's final report sets out the need for a new approach to work and health, outlining seven key recommendations to lay the foundation for sustained long-term change.</p>

Developments in the NHS	
	<a href="https://www.health.org.uk/sites/default/files/upload/publications/2025/Action%20for%20healthier%20working%20lives.pdf">https://www.health.org.uk/sites/default/files/upload/publications/2025/Action%20for%20healthier%20working%20lives.pdf</a> <b>For information</b>
<b>Royal College of Physicians (RCP) - RCP principles for an effective, integrated public health system</b>	<p>The RCP has set out new principles for a well-functioning and integrated public health system, developed in collaboration with a number of health and public health organisations and health thinktanks.</p> <p><a href="https://www.rcp.ac.uk/policy-and-campaigns/policy-documents/rcp-principles-for-an-effective-integrated-public-health-system/">https://www.rcp.ac.uk/policy-and-campaigns/policy-documents/rcp-principles-for-an-effective-integrated-public-health-system/</a></p> <b>For information</b>
<b>Cancer Research UK - Cancer in the UK 2025: socioeconomic deprivation</b>	<p>This report shows that cancer death rates are nearly 60% higher for people living in the most deprived areas of the UK compared with the least deprived, with around 28,400 cancer deaths each year linked to socioeconomic inequality. This equates to around 78 deaths each day – more than 3 in 20 of all deaths from cancer. The report summarises key metrics and data in relation to socioeconomic deprivation from across the cancer pathway, including prevention, diagnosis and treatment.</p> <p><a href="https://www.cancerresearchuk.org/sites/default/files/cancer%20in%20the%20uk%202025%20socioeconomic%20deprivation.pdf">https://www.cancerresearchuk.org/sites/default/files/cancer in the uk 2025 socioeconomic deprivation.pdf</a></p> <b>For information</b>
<b>Centre for Ageing Better - Better homes, better lives: the role of home improvement services in boosting the nation's health and wellbeing</b>	<p>This report summarises the findings of an evaluation that demonstrates how increased provision of comprehensive home improvement services can enable a healthier population, strengthen the resilience of public services, and result in better economic outcomes. The findings illustrate why action is needed from both local and national policy-makers to address safe and suitable housing as a critical priority. It argues that with the right resources and focus, homes can be a place where everyone feels secure, comfortable, and able to thrive.</p> <p><a href="https://ageing-better.org.uk/sites/default/files/2025-02/Better-homes-better-lives.pdf">https://ageing-better.org.uk/sites/default/files/2025-02/Better-homes-better-lives.pdf</a></p> <b>For information</b>
<b>Nuffield Trust - The partnership model in general practice predates the NHS. Is now the time to change it?</b>	<p>The partnership model in general practice in England has been in place since before the NHS was formed, but its future is uncertain. The number of GP partners has fallen significantly, and relatively few early career GPs now aspire to the role. This briefing explains what the partnership model is, and describes alternative business models for general practice</p> <p><a href="https://www.nuffieldtrust.org.uk/resource/the-partnership-model-in-general-practice-predates-the-nhs-is-now-the-time-to-change-it">https://www.nuffieldtrust.org.uk/resource/the-partnership-model-in-general-practice-predates-the-nhs-is-now-the-time-to-change-it</a></p> <b>For information</b>
<b>Ada Lovelace Institute - Learn fast and build things: lessons from six years of studying AI in the public sector</b>	<p>As governments seek to accelerate the use of artificial intelligence (AI) in policy-making and public services, this policy briefing aims to summarise the lessons for success drawn from more than 30 reports and research publications. It examines the use of data and AI across the public sector, in health care, education and social care, and in cross-cutting work on transparency and foundation models.</p> <p><a href="https://www.adalovelaceinstitute.org/policy-briefing/public-sector-ai/">https://www.adalovelaceinstitute.org/policy-briefing/public-sector-ai/</a></p> <b>For information</b>

**Disclaimer:** This briefing paper is intended to highlight recent developments and issues within the NHS that may be of interest to non-executive directors, lay members and NHS managers. It is not exhaustive and TIAN cannot be held responsible for any omission.

