



NHS Monthly Insight Report

July 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	
Department of Health and Social Care - Fit for the future: 10 year health plan for England	<p>This document sets out how the government intends to reinvent the NHS through three radical shifts: hospital to community; analogue to digital; and sickness to prevention. To support the scale of change required, the government will seek to ensure the whole NHS is ready to deliver these 3 shifts at pace:</p> <ul style="list-style-type: none">• through a new operating model;• by ushering in a new era of transparency;• by creating a new workforce model with staff genuinely aligned with the future direction of reform;• through a reshaped innovation strategy; and• by taking a different approach to NHS finances. <p>https://www.gov.uk/government/publications/10-year-health-plan-for-england-fit-for-the-future</p> <p>The Kings Fund has issued an “explainer” analysing key areas of the government's plans (https://www.kingsfund.org.uk/insight-and-analysis/long-reads/ten-year-health-plan-explained) and also published a webinar where a panel of their experts explore the ins and outs of the 10 Year Health Plan, available at: https://www.youtube.com/watch?v=nhRtMPOzbjs</p> <p>The HFMA and NHS Confederation have also both issued summary briefings of the 178 page document – see below for details.</p> <p>For information</p>
NHS England - Emergency preparedness, resilience and response: annual assurance	<p>NHSE has sent a letter explaining to all ICBs and service provider with EPRR responsibilities that the annual assurance process for 2025/26 has started, and summarizing the actions for NHS organisations to take. Supporting information provided includes an updated self assessment tool. The letter includes a reminder that boards of each NHS Organisation are responsible for EPRR, and should be engaged as part of the assurance process.</p> <p>https://www.england.nhs.uk/publication/emergency-preparedness-resilience-and-response-annual-assurance/</p> <p>For information and action by all relevant NHS bodies</p>
NHS England – Social Value Playbook	<p>NHSE has provided commercial guidance on applying social value in each stage of the procurement and commissioning lifecycles of NHS goods and services. The guidance covers question setting, evaluation, and contract management to build confidence across commercial teams and our supply chain.</p>

Developments in the NHS	
	<p><i>Note: Since April 2022 all NHS procurements must include a minimum 10% net zero and social value weighting. Including social value applies under the Public Contract Regulations 2015 (PCR) and will continue to apply under the Procurement Act 2023.</i></p> <p>https://www.england.nhs.uk/long-read/nhs-social-value-playbook/</p> <p>For information and application as necessary by NHS bodies in all procurements</p>
Department of Health and Social Care - Leading the NHS: proposals to regulate NHS managers consultation response	<p>Following this consultation the government is now bringing forward secondary legislation to implement a statutory barring system for senior NHS managers who commit serious misconduct. The consultation explored ways to strengthen oversight and accountability of NHS managers, including a duty of candour. With 4,924 responses, 92% agreed that NHS managers should be regulated, largely citing improving accountability and trust in management decision making as reasons for this. This feedback has been considered to inform future policy decisions on how NHS managers and leaders will be regulated and to determine what wider support should be in place for managers and leaders.</p> <p>https://www.gov.uk/government/consultations/leading-the-nhs-proposals-to-regulate-nhs-managers</p> <p>For information</p>
Department of Health & Social Care - Independent inquiry into the issues raised by the David Fuller case: phase 2 report	<p>This report builds on the work of an independent inquiry into the issues raised by the David Fuller case. This report presents the findings of the inquiry's ongoing investigations, and considers if procedures and practices in mortuaries and other settings where deceased people are kept safeguard the security and dignity of the deceased.</p> <p>https://www.gov.uk/government/publications/david-fuller-inquiry-phase-2-report</p> <p>For information</p>
The Health Foundation - The elective care waiting list: insights from linked data	<p>Reducing the NHS elective waiting list is a major national priority. However, relatively little is known about the impact of long waiting lists on patient health or who is most at risk of adverse events while waiting for care. This briefing presents Networked Data Lab (NDL) analysis on the elective care waiting list. Led by the Health Foundation, the NDL is a network of analytical teams across the UK. NDL teams from four areas analysed local data sources to explore how long different population groups wait for elective care, the reasons people leave the waiting list, and the health care use of those waiting.</p> <p>https://www.health.org.uk/reports-and-analysis/briefings/the-elective-care-waiting-list-insights-from-linked-data</p> <p>For information</p>
NHS Providers - Digital transformation and the productivity and efficiency challenge	<p>This report focuses on the potential of digital transformation in the NHS, and explores the potential sources of productivity gains with case studies from across the sector and includes practical advice for NHS boards and senior leaders on driving productivity through technology:</p> <p>https://nhsproviders.org/resources/digital-transformation-and-the-productivity-and-efficiency-challenge</p> <p>For information</p>
National Cyber Security Centre – Principles for building a cyber	<p>The National Cyber Security Centre (NCSC) has published a set of six principles for building a cyber security culture within an organisation:</p>

Developments in the NHS	
security culture	https://www.ncsc.gov.uk/collection/cyber-security-culture-principles For information
Youth Futures Foundation (YFF) - Understanding drivers of recent trends in young people's mental health	<p>This paper provides an overview of research commissioned by the YFF and carried out by a team from Manchester University and UCL examining the drivers of the decrease in mental health among young people. It evaluates multiple potential drivers of worsening youth mental health through data analysis and a literature review. Ten factors were identified and grouped into three categories: increasing risk, declining resilience, and changing reporting.</p> <p>https://youthfuturesfoundation.org/publication/briefing-understanding-drivers-of-recent-trends-in-young-peoples-mental-health/</p> For information
Institute for Public Policy Research - This time must be different: overcoming barriers to social care reform	<p>This report sets out a plan to stop the increasing costs of adult social care by pivoting towards prevention. It argues that the government should focus on supporting independent and healthy lives through a right to live and age well, focusing on prevention and learning from previous barriers to change.</p> <p>https://www.ippr.org/articles/this-time-must-be-different-social-care-reform</p> For information
Policy Exchange - The NHS: a suitable case for treatment?	<p>This report makes the case that the NHS is not fit for purpose and is in urgent need of reform. It finds that NHS performance ranks near the bottom of highly developed countries on key health outcomes including life expectancy, avoidable mortality and waiting times.</p> <p>https://policyexchange.org.uk/publication/the-nhs-a-suitable-case-for-treatment/</p> For information
NHS Confederation - Health and devolution reforms 2025	<p>This briefing contains a summary and analysis of the overlaps in the government's ongoing reforms in health and devolution. It finds that across both the 10 Year Health Plan and the English Devolution and Community Empowerment Bill there are a number of references to the commonalities.</p> <p>https://www.nhsconfed.org/publications/health-and-devolution-reforms-2025</p> For information
NHS Confederation - Ten Year Health Plan	<p>This briefing provides health care leaders with an at-a-glance view of the key takeaways from 10 Year Health Plan for England, and offers the NHS Confederation's analysis on the detail.</p> <p>https://www.nhsconfed.org/system/files/2025-07/Ten-year-health-plan-what-leaders-need-to-know_0.pdf</p> For information
NHS Confederation - Improvement across the interface: lessons from collaboratives	<p>This guidance contains advice, examples and recommendations from an interface improvement collaborative that has worked to address local challenges across the interface between primary and secondary care.</p> <p>https://www.nhsconfed.org/publications/improvement-across-interface</p>

Developments in the NHS	
	For information and consideration
Public Policy Projects - Maximising the impact of the NHS federated data platform	<p>The NHS federated data platform is a central initiative to unify health care data across England. Launched in 2023 following pilots in 2022, the platform aims to integrate patient, operational and research data from disparate systems into a single, secure ecosystem. This report urges a clearer, more inclusive approach to developing the platform, highlighting its potential and challenges as a key part of NHS England's digital strategy and 10 Year Health Plan.</p> <p>https://publicpolicyprojects.com/wp-content/uploads/2025/07/PPP_DDT-RT2-Report_0625-1.pdf</p> <p>For information</p>
HFMA - Insourcing	<p>There is widespread concern that productivity dipped during the Covid-19 pandemic and has not yet recovered. Insourcing is a possible way to improve productivity, but care is needed to ensure best value for money is achieved. This briefing explores the issues and wider financial considerations. e.g. In relation to off-payroll working, VAT and lease accounting.</p> <p>Note: It is important to understand what insourcing means in the NHS context, as it seems to differ from other definitions. Outside of the NHS, insourcing involves bringing functions or processes back into the organisation to be performed by staff members rather than third party organisations. However, in the NHS context, an NHS body's own resources are used, but the staff are not employed by the NHS body. NHS England has published guidance that defines insourcing as:</p> <ul style="list-style-type: none"> • <i>'the provision of medical specialty, consultant-led surgical or clinical services, which are deployed to a participating authority within existing structures to utilise spare, out-of-hours capacity, typically at weekends and evenings, within a trust.'</i> <p>https://www.hfma.org.uk/publications/insourcing</p> <p>For information</p>
HFMA – Summary of the 10-year plan for England	<p>The government's 10-year plan published on 3 July 2025 outlines a vision for the NHS, delivering the three shifts from hospital to community, from analogue to digital and from treating sickness to prevention. This briefing provides a summary for finance staff of the key developments needed in the health service to deliver this vision, along with the structural, operational and financial reforms that are designed to support implementation.</p> <p>https://www.hfma.org.uk/publications/fit-future-10-year-health-plan-england</p> <p>For information</p>
HFMA – Regulatory update for NHS Charities	<p>This briefing is intended to update members on recent guidance from the three charity regulators and other relevant bodies that is likely to have an impact on the financial management and governance of NHS charities. It is based on the information available from their websites and provides appropriate links to that guidance.</p> <p>The briefing includes recent updates in relation to the Charities SORP and the various codes of governance for charities. It also covers recent updates in relation to changes to legislation and guidance from the:</p> <ul style="list-style-type: none"> • Charity Commission for England and Wales • Office of the Scottish Charity Regulator (OSCR) • Charity Commission for Northern Ireland

Developments in the NHS

- Fundraising Regulator and Scottish Fundraising Adjudication Panel.

<https://www.hfma.org.uk/publications/charity-regulators-update-nhs-charities>

For information

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.

