The Scottish Government
Health Workforce
Culture, Pay and Partnership Division

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17 February 2026

PAY AND CONDITIONS OF SERVICE EXECUTIVE AND SENIOR MANAGEMENT PAY 2025-26: CONSOLIDATED PERFORMANCE RELATED PAY

1. NHS Circular PCS(ESM)2025/3 set out the 2025-26 pay settlement for Executive and Senior Management (ESM) staff in NHS Scotland. The circular confirmed that consolidated pay progression within pay ranges would be applied.

2. It further said that the percentages to be applied would be published once all markings had been submitted to the National Performance Management Committee (NPMC). The NPMC process is now complete and this circular confirms the relevant percentages.

3. In addition to the basic pay increase set out in PCS(ESM)2025/3, consolidated pay progression within the pay ranges based on performance markings for 2024-25 should be applied with effect from 1 April 2025 according to the following table:

Performance Marking	% increase within range
Unacceptable	0%
Incomplete	1%
Fully Acceptable	1.25%
Superior	2.0%
Outstanding	3.0%

4. No employee will receive more than the maximum consolidated salary for their pay range.

Addressees

For action

Chairs,
Chief Executives,
Directors of Finance,
Directors of Human Resources:
NHS Boards and Special Health Boards, NHS National Services Scotland (Common Services Agency) and Healthcare Improvement Scotland

For information

Members of the NHS Scotland Scottish Partnership Forum

Enquiries to:

Scottish Government Health Directorates
Health Workforce
Ground Floor Rear
St Andrew's House
EDINBURGH EH1 3DG

E-mail:
hwfpaytermsandconditions@gov.scot

Action

5. Chairs and Chief Executives should ensure that:

- the terms of the Direction and Schedule 1 are actioned in their employing authority; and
- this letter is copied to their Local Partnership Forum for information; and
- they make their own arrangements for additional copies of this letter which can be viewed at www.sehd.scot.nhs.uk.

Yours sincerely



JANE HAMILTON
Deputy Director
Health Workforce: Culture, Pay and Partnership Division

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NATIONAL HEALTH SERVICE (SCOTLAND)

EXECUTIVE AND SENIOR MANAGEMENT GRADES (REMUNERATION AND CONDITIONS OF SERVICE DIRECTION)

1. Scottish Ministers, in exercise of the powers conferred on them by Section 105(7) of, and paragraph 5, of Schedule 1, paragraph 7 of Schedule 5 and paragraph 6(1) of Schedule 7A to the National Health Service (Scotland) Act 1978 (as amended) hereby give the following Direction.

2. This Direction may be cited as the "Executive and Senior Management Grades (Remuneration and Conditions of Service Direction) 2026", and is given to all NHS Scotland territorial and special NHS Boards.

3. All Boards should apply the provisions detailed in this Direction.

Jane Hamilton

JANE HAMILTON
Deputy Director
Health Workforce: Culture, Pay and Partnership Division
17 February 2026