

Ladder of Escalation – Summary Table

Stage	Description	Response
Stage 1	Steady state “on-plan” and normal reporting	Surveillance through published statistics and scheduled engagement of ARs/MYRs
Stage 2	Some variation from plan; possible delivery risk if no action	Local Recovery Plan – advice and support tailored if necessary. Increased surveillance and monitoring Scottish Government. SG Directors aware.
Stage 3	Significant variation from plan; risks materialising; tailored support required	Formal Recovery Plan agreed with Scottish Government. Milestones and responsibilities clear. External expert support. Relevant SG Directors engaged with CEO and top team. DG aware.
Stage 4	Significant risks to delivery, quality, financial performance or safety; senior level external support required	Transformation team reporting to Director General and CEO NHS Scotland.
Stage 5	Organisational structure / configuration unable to deliver effective care.	Ministerial powers of Intervention.

At any level of escalation, where the Board Chief Executive is either not in post or is no longer designated as Accountable Officer by the Director General, the Director General on behalf of Ministers will appoint another Accountable Officer on an interim basis until such time as a substantive appointment is made.

