

NHS Greater Glasgow and Clyde	Paper No. 26/67
Meeting:	NHSGGC Board Meeting
Meeting Date:	25 June 2026
Title:	Draft Corporate Aims and Objectives
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1. Purpose

The purpose of this paper is to seek approval of the refreshed NHSGGC corporate aims and objectives.

The corporate aims and objectives have been refreshed to reflect the core principles of:

- The new NHS Scotland Service Renewal Framework (SRF)
- The new NHS Scotland Population Health Framework (PHF)
- NHSGGCs Transformation Programme – ‘Transforming Together’

The paper also sets out the mapping the refreshed aims and supporting objectives to Board committees who are responsible for monitoring progress towards the achievement of NHSGGC aims and objectives. This provides a clear route for governance, assurance and oversight of the delivery of the corporate aims and objectives

2. Executive Summary

The paper can be summarised as follows:

The refreshed corporate aims and objectives have been developed to provide a clear, simpler framework that is congruent with both NHSGGC’s strategic direction, delivery and assurance and the recently published national strategic frameworks – namely the SRF and the PHF. The refreshed corporate aims reflect the need to:

- Strengthen prevention, early intervention and place-based planning,
- Support the delivery of care closer to home and adopt digital and data-enabled transformation with a digital/ virtual first approach where appropriate

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- Support innovation, financial sustainability, workforce wellbeing and compassionate leadership.

They also reinforce NHSGGC's commitment to safe, effective, person-centred care and to reducing unwarranted variation, waste and duplication across the system.

The key changes to the Board's Corporate aims and objectives are as follows:

- The corporate purpose and aims have been refreshed to reflect the ambitions and intent of:
 - NHS Scotland Service Renewal Framework
 - Population Health Framework
 - NHSGGC's Transforming Together Portfolio of work and our key local priorities
- Each of the corporate aims have been aligned to a strategic anchor to guide how we make decisions, prioritise resources and assure delivery.
- A new corporate aim of embedding digital, virtual delivery and innovation to improve care across the whole system has been included to reflect our digital first approach and our broader Transforming Together Portfolio of work.

The refreshed purpose and corporate aims aligned to our five strategic anchors are set out in figure 1.

Figure 1: Overview of Our Purpose and Corporate Aims



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Each corporate aim is supported by a set of corporate objectives which set out how the specifics of how each corporate aim will be delivered, these are contained within appendix 1.

Mapping of Corporate Aims and Objectives

The mapping of the Corporate Aims and Objectives to Board Committees has been undertaken to support clear accountability and assurance. This identifies a lead committee route for each objective, while recognising that many objectives are cross-cutting and will require supporting oversight through other committees and forums where they relate to quality, performance, finance, workforce, population health, digital, innovation, sustainability and risk.

The proposed governance approach builds on the existing Corporate Objectives mapping, while reflecting the refreshed focus. This will support the Board and its committees to maintain oversight of delivery, monitor progress and ensure that the refreshed framework is embedded into planning, performance and assurance arrangements.

Appendix 1 - Refreshed Corporate Aims and Objectives

Appendix 2 - Mapping of Corporate Objectives to Board Committees

3. Recommendations

The Board are asked to approve the refreshed Corporate Aims and Objectives

The Board are asked to note that the refreshed Corporate Aims and Objectives have been mapped to the responsibilities of the Board Committees to support clear accountability and assurance of their delivery.

4. Response Required

This paper is presented for **Approval**

5. Impact Assessment

The impact of this paper on NHSGGC's corporate aims, approach to equality and diversity and environmental impact are assessed as follows:

- | | |
|------------------------|------------------------|
| • Better Health | <u>Positive</u> impact |
| • Better Care | <u>Positive</u> impact |
| • Better Value | <u>Positive</u> impact |
| • Better Workplace | <u>Positive</u> impact |
| • Equality & Diversity | <u>Neutral</u> impact |
| • Environment | <u>Positive</u> impact |

6. Engagement & Communications

The issues addressed in this paper were subject to the following engagement and communications activity:

The Refreshed Corporate Objectives have been developed with input from NHS GGC Board.

A draft was developed and shared at the Board Seminar on 14 May 2026 this session included facilitated discussions with smaller breakout groups to generate suggested updates and refinements. The feedback from this session has been incorporated into the final draft Corporate Aims and Objectives for Board approval.

7. Governance Route

This paper has been previously considered by the following groups as part of its development:

The Corporate Aims and Objectives are presented to the Board for approval and were previously discussed with all board members at the Board Seminar on 14 May 2026.

8. Date Prepared & Issued

Date Prepared: 10 June 2026

Date Issued: 17 June 2026

NHSGGC Corporate Aims & Objectives



12 June 2026

Our Purpose

To improve population health through safe, high-quality, sustainable, digital-first and innovative services centred on people and communities

Strategic Anchors*	Improved Outcomes for People	High Quality Care & Experience	Digital First Approach	Sustainability and Value	Supported Workforce
Aims	Improve population health and reduce inequalities	Provide the Right Care, Right Time, Right Place	Embed Digital and Virtual Delivery Integral to the Whole System	Ensure Sustainable Service Delivery through Optimising Service Delivery	Build a culture of high-performance, compassion and accountability

* **Strategic Anchors** = The principles that guide how we make decisions, prioritise resources and assure delivery

Listening, Learning & Transforming Together

Corporate Aims & Objectives

Strategic Anchors*	Improved Outcomes for People	High Quality Care & Experience	Digital First Approach	Sustainability and Value	Supported Workforce
Corporate Aims	Improve Population Health and Reduce Inequalities	Provide the Right Care, Right Time, Right Place	Embed Digital, Virtual Delivery and Innovation to Improve Care across the Whole System	Ensure Sustainability through Optimising Service Delivery	Build a culture of high-performance, compassion and accountability
Corporate Objectives	<ul style="list-style-type: none"> • Reduce disease burden through prevention, early intervention & action on the wider determinants of health • Reduce health inequalities through place-based population health planning and community planning • Improve early life outcomes for children and families • Promote mental health and wellbeing at all ages • Strengthen community-based multidisciplinary support including primary care, HSCPs & wider partners, to improve independence & wellbeing • Empower our citizens to manage their own health and wellbeing 	<ul style="list-style-type: none"> • Provide consistently high-quality, effective person-centred care • Deliver value-based health and care through Realistic Medicine • Embed trauma-informed practice across the whole system • Protect people from avoidable harm by improving safety, reliability and flow across care pathways • Deliver timely, & appropriate access across all care settings, with more care delivered at home • Work Sub-nationally to plan and deliver services across organisational boundaries 	<ul style="list-style-type: none"> • Maximise digital, virtual and AI-enabled approaches in support of safe, effective and person centred care • Improve access, productivity and experience through better use of digital and data-enabled care • Build system capability - scale and sustain innovation that improves outcomes and patient care • Facilitate digital inclusion through inclusive accessible, easy to use services • Harness research, data, and innovation to support service reform and sustainability 	<ul style="list-style-type: none"> • Ensure effective financial planning to support delivery of a balanced budget • Reduce unwarranted variation, waste and duplication, improving productivity, environmental sustainability, outcomes and value across the system • Align estates, capital assets and investment with future models of care in support of our local and sub national planning priorities 	<ul style="list-style-type: none"> • Promote the health and wellbeing of our people • Create a safe, continuously improving working environment that minimises the risk of injury or harm to our patients and our people • Build compassionate, capable leadership at all levels to enable continuous learning and adaptation • Foster a culture of value inclusion and involvement • Enable a safe, empowering environment where staff feel confident and supported to raise concerns

Appendix 2 - Draft Mapping of Refreshed Corporate Aims and Objectives to Board Committees

Each Corporate Aim is supported by a set of objectives that describe where action, measurement and assurance will be focused. The mapping below identifies the proposed lead committee route for each objective, recognising that many objectives are cross-cutting and will also require assurance through supporting committees and forums. This approach builds on the existing Corporate Objectives mapping while reflecting the refreshed focus on place, partnership, digital and innovation, sustainability and workforce responsibilities.

The rationale for the mapping of each objective is based on the existing Corporate Objectives document, which maps Better Health objectives to Population Health and Wellbeing Committee; Better Care objectives to Clinical & Care Governance Committee and/or Finance, Planning & Performance Committee; Better Value objectives to Finance, Planning & Performance Committee; and Better Workplace objectives to Staff Governance Committee.

1. Improve Population Health and Reduce Inequalities

Supporting Objective	Lead Committee	Supporting / Cross-cutting Route
Reduce disease burden through prevention, early intervention & action on the wider determinants of health	Population Health and Wellbeing Committee	FP&P where linked to resource, delivery plans or performance
Reduce health inequalities through place-based population health planning and community planning	Population Health and Wellbeing Committee	FP&P; People & Staff Governance where linked to employability
Improve early life outcomes for children and families	Population Health and Wellbeing Committee	Clinical & Care Governance where linked to quality, safety or care pathways
Promote mental health and wellbeing at all ages	Population Health and Wellbeing Committee	Clinical & Care Governance; FP&P where linked to service planning, access or delivery
Strengthen community-based multidisciplinary support including primary care, HSCPs& wider partners, to improve independence & wellbeing	Population Health and Wellbeing Committee / Finance, Planning & Performance Committee (FP&P)	Clinical & Care Governance where linked to quality and safety of pathways
Empower our citizens to manage their own health and wellbeing	Population Health and Wellbeing Committee	Clinical & Care Governance where linked to patient experience and involvement.

Rationale: This follows the existing Corporate Objectives precedent where disease burden, inequalities, premature mortality, early years and mental health objectives are mapped to the Population Health and Wellbeing Committee.

2. Provide the Right Care, at the Right Time, in the Right Place

Supporting Objective	Lead Committee	Supporting / Cross-cutting Route
Provide consistently high-quality, effective person-centred care	Clinical & Care Governance Committee	Area Clinical Forum; Population Health and Wellbeing Committee where linked to inequalities
Deliver value-based health and care through Realistic Medicine.	Clinical & Care Governance Committee / FP&P	Area Clinical Forum; Audit & Risk where linked to risk, controls or assurance
Embed trauma-informed practice across the whole system	Clinical & Care Governance Committee	People & Staff Governance where linked to workforce training, culture and staff support
Protect people from avoidable harm by improving safety, reliability and flow across care pathways	Clinical & Care Governance Committee	FP&P where linked to flow, access and performance
Deliver timely and appropriate access across all care settings with more care delivered at home	FP&P – Finance, Planning & Performance Committee	Clinical & Care Governance where linked to quality, safety and experience
Work sub-nationally to plan and deliver services across organisational boundaries	FP&P – Finance, Planning & Performance Committee	Audit & Risk where linked to whole-system planning risk

Rationale: The existing Corporate Objectives split Better Care between Clinical & Care Governance Committee for safety, person-centred care and quality improvement, and Finance, Planning & Performance Committee for timely access and shifting reliance from hospital care towards community support.

3. Embed Digital, Virtual Delivery and Innovation to Improve Care across the Whole System

Supporting Objective	Lead Committee	Supporting / Cross-cutting Route
Maximise digital, virtual and AI-enabled approaches in support of safe, effective and person centred care	FP&P – Finance, Planning & Performance Committee	Clinical & Care Governance for clinical safety and quality; Area Clinical Forum for professional input

Improve access, productivity and experience through better use of digital and data-enabled care	FP&P – Finance, Planning & Performance Committee	Clinical & Care Governance where linked to care experience and quality
Build system capability – scale and sustain innovation that improves outcomes and patient care	FP&P – Finance, Planning & Performance Committee	Clinical & Care Governance where linked to care outcomes and patient care
Facilitate digital inclusion through inclusive, accessible and easy-to-use services	FP&P – Finance, Planning & Performance Committee	Population Health and Wellbeing Committee where linked to inequalities and access
Harness research, data, and innovation to support service reform and sustainability	FP&P – Finance, Planning & Performance Committee	Clinical & Care Governance; Area Clinical Forum; Audit & Risk where linked to governance, information risk or delivery risk

Rationale: The existing Corporate Objectives map research, digital technology and innovation to Finance, Planning & Performance Committee.

4. Ensure Sustainability through Optimising Service Delivery

Supporting Objective	Lead Committee	Supporting / Cross-cutting Route
Ensure effective financial planning to support delivery of a balanced budget	FP&P – Finance, Planning & Performance Committee	Audit & Risk where linked to financial risk, controls and assurance
Reduce unwarranted variation, waste and duplication, improving productivity, environmental sustainability, outcomes and value across the system	FP&P – Finance, Planning & Performance Committee	Clinical & Care Governance where linked to quality, clinical variation and outcomes
Align estates, capital assets and investment with future models of care in support of our local and sub- national planning priorities	FP&P – Finance, Planning & Performance Committee	Audit & Risk where linked to capital, estates and delivery risk

Rationale: The existing Corporate Objectives map financial planning, reducing variation/productivity/waste, digital/research/innovation and capital assets to Finance, Planning & Performance Committee.

5. Build a culture of high-performance, compassion and accountability

Supporting Objective	Lead Committee	Supporting / Cross-cutting Route
Promote the health and wellbeing of our people	People & Staff Governance Committee	Clinical & Care Governance where workforce wellbeing affects quality and safety
Create a safe, continuously improving working environment that minimises the risk of injury or harm to our patients and our people	People & Staff Governance Committee	Audit & Risk where linked to organisational risk, controls or compliance
Build compassionate, capable leadership at all levels to enable continuous learning and adaptation	People & Staff Governance Committee	People & Staff Governance where linked to leadership and learning
Foster a culture of inclusion, involvement	People & Staff Governance Committee	Clinical & Care Governance where linked to learning culture and quality improvement
Enable a safe, empowering environment where staff feel confident and supported to raise concerns	People & Staff Governance Committee	Audit & Risk where linked to controls, culture and organisational risk

Rationale: The existing Corporate Objectives map fairness, dignity and respect, staff communication, training and development, involvement, wellbeing and safe working environment to Staff Governance Committee.