

NHS Ayrshire & Arran



Meeting:	Ayrshire and Arran NHS Board
Meeting date:	Monday 8 December 2025
Title:	Proposed Corporate Objectives 2025/26 – 2027/28
Responsible Director:	Kirstin Dickson, Director for Transformation & Sustainability
Report Author:	Kirstin Dickson, Director for Transformation & Sustainability

1. Purpose

This is presented to the Board for:

- Decision

This paper relates to:

- NHS Board/Integration Joint Board Strategy or Direction

This aligns to the following NHSScotland quality ambition(s):

- Safe
- Effective
- Person Centred

2. Report summary

2.1 Situation

This paper is seeking approval from the Board on the proposed Corporate Objectives for 2025/26 to 2027/28. These objectives are designed to align with our strategic priorities and support the delivery of improved health outcomes, enhanced care experiences, a thriving workplace, and better value across the system.

2.2 Background

The proposed Corporate Objectives have been developed through engagement with members of the Corporate Management Team and reflect our commitment to transformation and sustainability. They are structured around four strategic themes:

- Better Health - Supporting you to live a healthier life;
- Better Care - Improving your experience of care;
- Better Workplace - Creating a great place for us to work; and
- Better Value - Delivering innovative and sustainable services for everyone.

Each theme includes targeted objectives that address current challenges and opportunities, including health inequalities, climate impact, workforce development, and financial sustainability.

2.3 Assessment

The proposed Corporate Objectives are both ambitious and achievable, with a clear focus on delivering measurable outcomes. They are well aligned with national and local priorities, particularly in areas such as prevention, mental health, inclusion, and innovation. The objectives are designed to drive transformation across the system, with a strong emphasis on continuous improvement, collaboration, and visible leadership.

Key strengths of the proposed objectives include a clear commitment to improving community health and wellbeing, fostering inclusive and informed workplaces, and enhancing financial sustainability through innovation and technology. These priorities reflect a balanced approach that supports both service delivery and workforce development.

Approving the objectives will provide strategic clarity across the organisation, enabling teams to align resources and efforts around a shared set of priorities. This alignment will help drive progress in delivering our transformation and sustainability ambitions, ensuring that everyone is working towards common goals. Securing approval is essential to maintain momentum and reinforce a unified direction across the system.

2.3.1 Quality/patient care

The objectives are designed to enhance the overall quality of care by placing people at the heart of service delivery. This includes improving patient experience and outcomes through safe, high-quality care, and involving patients and the public in the design and improvement of services. These approaches ensure that care is more responsive, inclusive, and tailored to individual and community needs.

A strong emphasis on prevention, mental health, and wellbeing will contribute to better health outcomes and reduce pressure on acute services. By focusing on communities in greatest need and minimising climate impact, the objectives support a more equitable and sustainable approach to health improvement.

Continuous quality improvement is embedded through commitments to research, innovation, and collaboration. This will drive service renewal and ensure that care delivery evolves to meet changing demands, while also promoting a culture of learning and excellence across the workforce.

2.3.2 Workforce

The objectives aim to create a workplace culture that supports continuous learning, inclusion, and staff empowerment. By championing an environment where teams are well-informed and actively involved in decision-making, the organisation can build a more engaged and resilient workforce.

Visible leadership and strong partnership working are central to the objectives, helping to strengthen collaboration across the system and ensure that staff feel supported and

valued. This approach promotes shared accountability and encourages innovation at all levels.

2.3.3 Financial

The objectives support strong financial planning and the delivery of balanced budgets, ensuring that resources are used effectively and sustainably. By embedding financial discipline within strategic priorities, the organisation can maintain stability while continuing to invest in areas that deliver the greatest value.

A focus on reducing variation and improving productivity through service-led improvement will help optimise operational efficiency. This approach enables better use of existing resources and supports the delivery of high-quality care without unnecessary cost escalation.

2.3.4 Risk assessment/management

If the objectives are not approved or effectively implemented, there is a risk of reduced strategic clarity across the organisation. Without a shared direction, teams may struggle to prioritise efforts, leading to fragmented initiatives and inefficiencies. There is also a risk of missed opportunities to align resources and drive collective progress. This could result in slower delivery of transformation and sustainability goals, and diminished impact on health outcomes, care quality, and workforce development.

Finally, lack of momentum and engagement may affect staff morale and system-wide collaboration. Without clear objectives, it becomes harder to measure progress, maintain accountability, and adapt to emerging challenges, potentially undermining long-term organisational resilience.

2.3.5 Equality and diversity, including health inequalities

The objectives place a strong emphasis on promoting fairness, inclusion, and equity across the organisation and the communities it serves. By committing to open, fair, and inclusive workplaces that celebrate diversity, the organisation aims to create an environment where all staff feel valued and supported.

In terms of health inequalities, the objectives prioritise improving health and supporting communities in greatest need. This targeted approach helps ensure that resources and interventions are directed where they can have the most impact, reducing disparities in health outcomes and access to care.

By involving patients and the public in service design and focusing on prevention and wellbeing, the objectives support a more person-centred and equitable health system. This inclusive strategy helps to address systemic barriers and ensures that services are responsive to the diverse needs of the population.

An Equalities Impact Assessment (EQIA) has been considered for this paper. As the content relates to the strategic direction and overarching corporate objectives of the organisation, and does not propose specific changes to services, policies, or practices at this stage, an EQIA is not required at this time. Any future implementation plans arising from these objectives will be subject to appropriate equality impact assessments as necessary.

2.3.6 Other impacts

The new corporate objectives provide a clear strategic framework that strengthens organisational alignment, guiding decision-making, planning, and performance management across all levels. They promote a culture of innovation and continuous improvement, enabling collaboration and adaptability in response to emerging challenges. By embedding environmental responsibility, optimising asset use, and leveraging technology, the objectives also support long-term sustainability and the delivery of effective, future-focused services that meet the evolving needs of patients, staff, and communities.

The proposed corporate objectives have been developed in accordance with the principles of Best Value, as set out in public sector guidance. They reflect a commitment to continuous improvement, effective resource use, and the delivery of high-quality, responsive services. The objectives support the organisation's statutory duty to secure Best Value by promoting strategic clarity, performance accountability, and a focus on outcomes that meet the needs of our communities.

2.3.7 Communication, involvement, engagement and consultation

The objectives promote a culture of openness and transparency, ensuring that staff across the organisation are well-informed and actively involved in decisions that affect them. This commitment to inclusive communication strengthens trust and supports more effective collaboration across teams and services.

By involving patients and the public in the design and improvement of services, the objectives reinforce the importance of meaningful engagement and consultation. This approach ensures that services are shaped by lived experience and community needs, leading to more responsive and person-centred care.

System-wide leadership and partnership working are also key enablers, helping to embed consistent communication and engagement practices across organisational boundaries. Together, these elements support a more connected, informed, and empowered workforce and community.

2.3.8 Route to the meeting

This has been previously considered by the following groups as part of its development. The groups have either supported the content, or their feedback has informed the development of the content presented in this report.

- Corporate Management Team Workshop Session - 12 September 2025; and
- Corporate Management Team - 27 October 2025

2.4 Recommendation

This paper is presented for decision.

Members are asked to consider and approve the proposed updated Corporate Objectives presented in this paper.

3. List of appendices (where required)

The following appendices are included with this report:

- Appendix No 1 – Proposed Corporate Objectives

Our objectives

