

NHS Shetland

Meeting:	Shetland NHS Board
Meeting date:	10 February 2026
Title:	Corporate Objectives 2026–27
Agenda reference:	Board Paper 2025/26/63
Responsible Executive/Non-Executive:	Brian Chittick Chief Executive
Report Author:	Brian Chittick Chief Executive

1. Purpose

This is presented to the Board/Committee for:

- Decision

This report relates to:

- Annual Operating Plan
- NHS Board Strategy

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

- Safe
- Effective
- Person-centred

2. Report summary

2.1. Situation

2.1.1 NHS Shetland has a Board-approved Strategic Delivery Plan 2024–29 structured around three strategic objectives:

1. Providing excellent services for people.
2. Creating the conditions for a sustainable organisation
3. Supporting the building blocks of healthy communities

2.1.2 The proposed Corporate Objectives for 2026–27 provide the annual “business layer” beneath that strategy. They are intentionally framed to.

- Be deliverable and measurable within a single year.
- Reflect national and sub national priorities.
- Enable effective performance management and assurance.
- Maintain a clear line of sight between strategy, delivery and impact

2.2 Background

2.2.1 NHS Shetland has a Board-approved Strategic Delivery Plan (SDP) 2024–29 which sets out the organisation’s medium-term ambition and direction across three strategic objectives: delivering excellent services, creating a sustainable organisation, and supporting the building blocks of healthy communities.

2.2.2 Corporate Objectives define what the organisation must deliver in a given year to make demonstrable progress against the Strategic Delivery Plan. They:

- Set clear organisational priorities for the year ahead
- Focus leadership and management attention on outcomes that matter most
- Enable consistent performance management and reporting
- Provide the Board with assurance that activity across the organisation is purposeful, aligned and delivering value

In this way, Corporate Objectives act as the bridge between strategy and delivery, ensuring that day-to-day operational activity is explicitly linked to the Board’s strategic intent and to improved outcomes for people, staff and the system.

2.2.3 The proposed Corporate Objectives for 2026–27 are explicitly informed by three-horizon thinking, which was discussed and explored with the Board at the recent Board Development session.

- **Horizon 1 (Now)** focuses on maintaining safe, effective services and improving performance and grip in the current operating environment. Many of the objectives address immediate priorities such as access, flow, workforce stability and financial balance.

- **Horizon 2 (Next)** focuses on service redesign, new workforce models, digital and data-enabled improvement, and system working that will shape sustainability over the next 2–3 years. A significant proportion of the Corporate Objectives are intentionally framed to accelerate this transition.
- **Horizon 3 (Future)** considerations are not the primary focus of annual Corporate Objectives; however, the objectives deliberately lay foundations for longer-term transformation by investing in capability, culture, partnerships, prevention and infrastructure.

Taken together, the 2026–27 Corporate Objectives represent a balanced and realistic mix of Horizon 1 and Horizon 2 activity, ensuring that immediate pressures are managed while actively building future resilience and sustainability.

2.2.4 The Corporate Objectives directly inform and shape the Annual Delivery Plan, which operationalises the objectives through:

- Specific programmes of work
- Clear milestones and measures
- Named executive and senior responsible owners
- Performance reporting and assurance routes

The Annual Delivery Plan therefore translates the “what” of the Corporate Objectives into the “how” of delivery, providing the Board with visibility of progress and enabling timely intervention where required.

2.2.5 A further critical role of the Corporate Objectives is to provide a clear line of sight from Board priorities to individual accountability.

The Corporate Objectives allow:

- The Chief Executive’s personal objectives to be set in direct alignment with Board-approved priorities
- Executive, senior leader and manager objectives to cascade consistently through the organisation
- Individual contribution at all levels to be clearly linked to organisational outcomes

This alignment strengthens accountability, supports consistent leadership behaviours, and reinforces a shared understanding of what matters most for NHS Shetland in the year ahead

2.2.6 From a governance perspective, Corporate Objectives are a cornerstone of the Blueprint for Good Governance, providing assurance that:

- Organisational activity is aligned to Board strategy
- Resources are being deployed purposefully and transparently
- Risks are being actively managed in pursuit of agreed outcomes
- Progress can be measured, scrutinised and assured through established governance structures

By approving the Corporate Objectives, the Board is setting a clear expectation that activity undertaken across the organisation is intentional, aligned and outcome-focused, and that performance reporting during the year will be framed against these agreed priorities.

2.3 Assessment

2.3.1 Quality / patient care

The Corporate Objectives directly support delivery of excellent services for people by:

- Improving flow and access in urgent, planned, mental health and primary care pathways
- Strengthening clinical governance, health intelligence and performance oversight
- Embedding person-centred, trauma-informed and co-produced approaches to service improvement

The objectives are framed around outcomes rather than activity, ensuring a clear focus on patient experience, access and quality.

2.3.2 Workforce

The objectives make workforce sustainability a central priority, aligned to the strategic objective of creating the conditions for a sustainable organisation. Key impacts include:

- Development of new workforce models, advanced practice and skill-mix change
- Strengthening leadership capability, values-led culture and professional accountability
- Improved workforce planning across three horizons to support retention, wellbeing and productivity
- Supporting staff through digital, AI and automation change in a safe and planned way

Overall, the objectives are designed to reduce fragility, improve staff experience and support long-term workforce resilience

2.3.3 Financial

The Corporate Objectives are explicitly aligned to the 2026–27 Financial and Sustainability Plan and reinforce statutory financial duties by:

- Focusing on delivery of recurring savings and improved grip and control
- Reducing reliance on high-cost supplementary staffing
- Strengthening alignment between service planning, workforce planning and financial planning
- Embedding financial sustainability as a core organisational objective rather than a standalone programme

Delivery of the objectives is therefore integral to maintaining financial balance and organisational viability.

2.3.4 Risk assessment/management

The Corporate Objectives help mitigate key strategic and operational risks by:

- Prioritising flow, access and performance in high-risk services
- Strengthening governance, data and assurance mechanisms
- Addressing known workforce and financial risks through planned, system-wide action
- Reducing longer-term risk by investing in prevention, partnership working and sustainability

Risks associated with delivery will be managed through existing governance arrangements, including EMT oversight and reporting to the Board and/or relevant Committees.

2.3.5 Equality and Diversity, including health inequalities

The objectives support the Board's equalities duties by:

- Focusing on access, experience and outcomes for people
- Strengthening prevention, early intervention and community-based approaches
- Embedding meaningful engagement and trauma-informed practice across services
- Supporting anchor institution activity and fairer futures work in partnership with the Shetland Partnership

Equality and health inequality considerations are embedded within delivery plans rather than treated as standalone actions

2.3.6 Other impacts

N/A

2.3.7 Communication, involvement, engagement and consultation

N/A

2.3.8 Route to the meeting

The draft Corporate Objectives were presented and discussed at EMT on 14 Jan 26.

2.4 Recommendation

Decision – The Board is asked to:

Approve the Corporate Objectives for 2026–27 as the agreed annual business priorities for NHS Shetland, enabling delivery of the Strategic Delivery Plan and providing the basis for performance management and assurance during the year

3 List of appendices

The following appendices are included with this report:

Appendix 1: NHS Shetland Corporate Objectives 2026-27

Aligning suitable corporate objectives for NHS Shetland (2026-27)

We have a strong, Board approved **Strategic Delivery Plan 2024–29** with **three core objectives**:

1. *We provide excellent services for people;*
2. *We create the conditions for a sustainable organisation;*
3. *We support the building blocks of healthy communities.*

This plan sets enablers such as **Health Intelligence, Digital Strategy, Workforce Planning, Finance and Sustainability Plan, Values & Behaviours and Meaningful Engagement**.

Proposed 2026–27 corporate objectives

These are framed to slot cleanly under our Strategic Delivery Plan headings, mirror what comparable Boards are taking to their Boards, and be practical to performance manage in year. Each objective includes a short “what good looks like” and key enablement.

A. Provide excellent services for people

1. Emergency Care /UUC

- **Outcome:** Reduce long waits and improve urgent & unscheduled care flow (ED 4-hour performance; admissions, discharges, transfers; escalation discipline).
- **Enablement:** **Hospital @Home; Frailty Pathways; Health Intelligence** dashboards; **Realistic Medicine** pathways; **Safe Staffing Data; Links to Sub-National UUC workstream**
- **Delivery:** **SDP UUC, Sub-National Emergency Care Workstream**

2. Sustaining Planned Care Recovery (including Cancer & Diagnostics)

- **Outcome:** Deliver year-on-year **improvement in RTT, diagnostic waits and cancer 62-day; sustain long waits management; protect elective productivity** via scheduling discipline and theatre utilisation. Support delivery of **orthopaedic sub-national plan**.
- **Enablement:** **Digital booking via DFD**, demand/capacity modelling, safe transition of regional pathways (North of Scotland),
- **Delivery:** **SDP Planned Care, Sub National Orthopaedics workstream, Sub National DFD workstream**

3. Better Access/Better Outcomes

Mental Health & Psychological Therapies

Outcome: Shorter access times; improved continuity and stepped care models; CAMHS performance maintained. Better flow in LD/ND services. Delivery of MH Action Plan. Delivery of Psychiatric Emergency Care Plan

- **Enablement:** **House of Care** model and **Health Intelligence** to target need; community offers with HSCP partners. Clinical Governance Framework
- **Delivery:** **SDP Shifting the Balance of Care**

Dental Access

- **Outcome:** **Improve NHS Dental Access** in Shetland; **increased participation rate** across GDS dentistry. **Realignment of PDS focus**
- **Enablers:** Sustain good **NDIP performance**, **Increase the workforce size**; **Clinical Governance framework**
- **Delivery:** **Oral Health Strategy**; **SDP Shifting the Balance of Care**

GP Drop In Centre

- **Outcome:** **Improve on the day GP Access** in Shetland;
- **Enablers:** **Funding from SG**, **Increase the workforce size to deliver**; **Estate renovation in LHC (linked to Estates investment and Modernisation)**
- **Delivery:** **SDP Urgent and Unscheduled Care – Primary Care Redesign**; **SG Commitment to establish drop in GP services.**

B. Create the conditions for a sustainable organisation

4. Workforce Capability & New Roles

- **Outcome:** Right skills, right place—expanded **Advanced Practice** and **Healthcare Support Worker** roles; **role of AI and automation** leading to improved rostering/productivity; retention and wellbeing actions. **New medical workforce models** that are sustainable.
- **Enablement:** **Workforce Planning & values/behaviours**; **learning offers**; **leadership**; **multidisciplinary skill mix changes** set out in our strategic plans;

- **Delivery: Three Horizon Workforce Plan; Adapt2Digital Change Programme; Digital/AI skills/roles for the future programme; SDP – Support Systems.**

Workforce Culture

- **Outcome: Strengthen a compassionate, values-led culture** where **leaders at all levels** model NHS Shetland values, take responsibility for their own behaviours, and uphold consistently high professional standards. Increase organisational confidence in **leadership capability**, accountability, and behavioural integrity across teams. Improved staff experience indicators, strengthened psychological safety, and demonstrably values-based decision-making.
- **Enablement: Implementation** of the values framework, **Capability** development aligned to Service and Workforce planning supporting a three horizon workforce and service plan. **Embedding** accountability and conduct expectations through policy, supervision and coaching including strengthened feedback mechanisms (staff experience, leadership appraisal) and **Clear** standards for professional behaviours reinforced through HR,OD and line management
- **Delivery: Leadership Development** programme and coaching offers, **Appraisal and Performance processes, EMT** oversight of culture metrics and professional standards compliance. **NHS Shetland Workforce Plan; SDP-Support systems.**

5. Financial Sustainability & Efficiency

- **Outcome:** Deliver the **2026–27 Financial and Sustainability plan** with a higher proportion **recurring**; reduce high-cost supplementary staffing; strengthen grip & control; maintain statutory breakeven.
- **Enablement: Finance & Sustainability Plan; IJB alignment;** assurance through EMT & Audit/Performance Committees; **improved budgeting and spend** within budget parameters; **Finance and Sustainability Group**
- **Delivery: NHS Shetland Financial and Sustainability Plan;** **recurring savings target realised. Three Horizon Financial and Sustainability plan, SDP – Support Systems**

6. Digital Front Door, AI & Data Driven Improvement

- **Outcome: Expand DAC and virtual consultation;** surface **Shetland Health Intelligence Platform** insights to aid operational and strategic decision making; **automate selected admin flows.** Local preparations and **alignment for DFD. Scope paper-lite programme**

- **Enablement: Digital Delivery Plan; analytics and information governance; clinical safety; change management.**
- **Delivery: Adapt2Digital Programme of change; Digital Delivery Plan; expansion of SHiP; Delivery of Psychological Therapy Services data analysis** in collaboration with PHS, **SDP Support Systems.**

7. Once for Scotland Business Systems

- **Outcome: Support scoping/OBC process as part of Sub-National Planning.**
- **Enablement: Partnership working** across national and sub-national planning; provision of **Executive Leadership** to deliver the plan locally.
- **Delivery: Sub-National Planning workstream, SDP Support Systems**

8. Estate Investment & Modernisation (Whole System planning readiness)

- **Outcome:** Risk based investment across NHS Shetland to sustain contemporary services; optimisation of clinical/office/residential space; delivery of Whole System Planning by 2027
- **Enablement:** Backlog maintenance/BCP delivery; compliance; joint planning with partners including SG.
- **Delivery: Capital Management Plan, SDP Support Systems**

C. Support the building blocks of healthy communities

9. Anchor Institution & Climate Action

- **Outcome:** Development of NHS Shetland Climate Strategy; Delivery of practical anchor actions (local procurement, employability, fair work, human rights) and year one **Net Zero measures** aligned with the **Shetland Partnership Climate Strategy.**
- **Enablement: Partnership governance,** carbon reporting, **staff engagement;** Board leadership roles in **Shetland Partnership.**
- **Delivery: SDP Prevention and Effective Partnerships - Fairer Futures** workstream; **Shetland Partnership Plan – Person-Centred Shetland**

10. Person Centred & Trauma-Informed Practice (systemwide)

- **Outcome: Coproduce service improvements** with people; embed **trauma-informed practice; improve experience metrics** across booked care and urgent pathways.

- **Enablement: Meaningful Engagement** framework, **training and supervision**, **quality improvement** cycles
- **Delivery: SDP Prevention and Effective Partnerships; Support to Bairns Hoose implementation** in Shetland.

11. Prevention & Early Intervention at Scale

- **Outcome:** Expand proactive LTC management through **House of Care; Alcohol and Drug Partnership** priorities; **Targeted public health interventions** with HSCP. Being an active driver in the **Shetland Fairer Futures Work**
- **Enablement: Partnership delivery. Links to PHF**
- **Delivery: SDP Prevention and Effective Partnerships - Fairer Futures Programme, Shetland Partnership – Person-centred Shetland**