

THE STATE HOSPITALS BOARD FOR SCOTLAND

CORPORATE OBJECTIVES 2026/27

1. Better Care

- a. Implement the Annual Delivery Plan 2026/27 and the Medium-Term Plan, aligning the organisational aims and direction to the health priorities set out in Scottish Government Policy, aligning to NHS Reform across NHSScotland.
- b. Continue to tailor the Clinical Model to better reflect the graduated clinical and security steps for patient progression on their care and treatment pathway.
- c. Implement refreshed operational structure for management of care delivery through the Senior Leadership Teams.
- d. Eliminate the use of Day Time Confinement to all but very exceptional circumstances, managed through a prescribed Incident Control process.
- e. Safe delivery of care within the context of least restrictive practice resilience and the ability to identify and respond to risk, across male services and the interim female service.
- f. Ensure the principles of rehabilitative care are applied optimising opportunities for meaningful patient activities, educational development, and occupational development across all service areas.
- g. Develop and implement an outreach service model for women from high security to medium security providers and the Scottish Prison Service, through a test of change pilot, stakeholder engagement, and evaluation process. The aim of the outreach service is to work in partnership with service teams in the management of patients who may require admission, or who are displaying behaviours that could necessitate a high security referral.
- h. Develop a Strategic Assessment for capital development for a Medium-Longer Term Service Model, for submission to Scottish Government. This development will create a dedicated care and treatment centre for women with tailored person-centred care packages aligned to the three phases of the Clinical Care Model: Admissions, Treatment & Recovery, and Transitions.
- i. Ensure organisational resilience and ability to respond to any increase in risk to care delivery within expected systems pressures and any unexpected events.
- j. Learn locally and nationally from adverse events to make service improvements that enhance the safety of our care system.
- k. Deliver a programme of Infection Control related activity in line with all national

policy objectives.

- l. Monitor the use and recording of restrictive practices (including seclusion practice and use of soft restraint kits) in accordance with Mental Health legislation and the definitions published by the Mental Welfare Commission.
- m. Be accessible to patients, their family and visitors ensuring their views and experiences are reflected in service improvements, implementing the Carer Strategy 2025/28 and encompassing the best-practice framework of Triangle of Care.
- n. Embed the principles of Realistic Medicine, through the Realistic Medicine Action Plan.
- o. Work with stakeholders and Scottish Government representatives to enhance the reputation and healthcare 'profile' of the State Hospital.
- p. Collaborate with the Forensic Network in the delivery of quality care guidance and standards applicable to the Forensic Mental Health Environment.
- q. Take forward national collaboration and interface work with the Healthcare in Custody Network.
- r. Support collaborative working for the delivery of forensic mental health services within the context of wider mental health services at regional and national levels, as part of the Health and Social Care Renewal Framework, and Population Health Framework, subnational planning structures, and Public Services Delivery Scotland (PSD).
- s. Advance evidence-based practice through structured research and quality improvement initiatives across the organisation.

2. Better Health

- a. Tackle and address the challenge of obesity, through delivery of the refreshed Supporting Healthy Choices programme, and performance metrics.
- b. Continued improvement of the physical health opportunities for patients, implementing a Physical Health Strategy for the State Hospital.
- c. Ensure the delivery of tailored mental health and treatment plans individualised to the specific needs of each patient.
- d. Address the overall social wellbeing issues for patients undergoing treatment.
- e. Utilise connections with other health care systems to ensure patients receive a full range of healthcare support.
- f. Ensure that patients have a seamless transition from the State Hospital to other care providers as part of their care pathway when clinically appropriate. This will align with the aims and ambitions of medium secure provision and other treatment pathways.
- g. Ensure the organisation is aligned to the values and objectives of the wider mental

health strategy and framework for NHSScotland.

3. Better Value

- a. Meet the key finance targets set for the organisation and in line with Standard Financial Instructions.
- b. Develop a sustainable finance model within the available finance allocation that supports the sustainability and growth of the organisation.
- c. Deliver all Scottish Government financial budget and resource reporting and monitoring requirements for NHSScotland national matters, through Board Chief Executive, Director of Finance and Human Resource Director groups.
- d. Work collaboratively across public sector bodies to ensure that best value is achieved in service planning, design, and delivery, including through National Board collaboration and the Anchors Strategy
- e. Deliver programme of sustainable working and progress to net zero recognising the impacts of climate change and financial constraints.
- f. Enhance and strengthen digital innovation for the organisation, and the digital inclusion programme for both staff and patients.
- g. Ensure delivery of a cohesive approach to information governance and records management standards.
- h. Deliver the actions identified by the NIS audit process and engage with the full review expected to be in 2026 or thereafter, to maintain cyber security and resilience.
- i. Following completion of the Perimeter Security and Enhanced Internal Security Systems Project, implement and manage core security quality indicators to deliver a safe and secure environment.
- j. Strengthen corporate governance to ensure transparency and clear direction, both within and external to the organisation in line with the Blueprint for Good Governance. Fully implement structured change to management groups within the State Hospital to support streamlined decision-making and leadership structures.
- k. Support quality improvement approaches, embedding a cohesive approach.
- l. Ensure the continued delivery and development of the organisation's performance management framework, enhancing this through further strengthening of Directorate Performance Meetings within the management reporting structure.

4. Better Workforce

- a. Delivery of the three-year Workforce Plan 2025-28 within the context of the planning framework and guidance from Scottish Government.
- b. Continue to support and build partnership working so that this is embedded across the organisation.

- c. Deliver and monitor staff resourcing aligning to the Health and Care (Staffing) (Scotland) Bill (2019) across the State Hospital, and in conjunction with the local delivery of the national e-rostering programme, through the Workforce Governance Group.
- d. Maximise workforce sustainability through review of the State Hospital's Recruitment and Retention Strategy, delivering modern, inclusive recruitment practice and continued development of a supplementary workforce.
- e. Implement the Organisational Development Strategy, and action plan, using an Organisational Health approach, focusing on creating healthy team cultures, improving communication loops, and strengthening leadership behaviours through a culture change programme.
- f. Building on iMatter and staff governance principles to deliver an inclusive staff engagement programme in partnership to support the wellbeing of all employees.
- g. Develop and Implement an Equalities Action Plan through the Workforce Equalities Group to mainstream equality in line with Scottish Government guidance for public bodies – as a means of ensuring equality is woven into all aspects of the organisation and by the development of specific equality outcomes.
- h. Sustain a safe working environment for staff with a focus on risk management and health, safety, and wellbeing across all aspects of the organisation, to provide a continuously improving and safe working environment.
- i. Implement the 'Once for Scotland' suite of Human Resources policy, aligning with the national rollout.
- j. Ensure accessibility and support internal and external services for staff who require them, including a cohesive Occupational Health Service.
- k. Continue to drive forward the Maximising Attendance approach to absence related issues and prioritise support mechanisms and staff wellbeing to provide staff and line managers with the support required. Where absence is required, support staff to return to work at the earliest opportunity. Support and strengthen management and leadership to develop positive culture.
- l. Continue to support training and development for all staff at every level across the organisation.
- m. Support the Independent National Whistleblowing Standards and support this workstream locally including promoting awareness for staff. Implement refreshed local approach to delivery of standards, and collaborative working where possible.
- n. Maintain an appropriate Health and Safety governance framework that demonstrates continual improvements and a commitment to fulfil our compliance obligations.