

NHS Ayrshire & Arran



Meeting:	Ayrshire and Arran NHS Board
Meeting date:	9 October 2023
Title:	Anchor/Community Wealth Building Annual report 1 August 2022 – 1 August 2023
Responsible Director:	Kirstin Dickson, Director of Transformation and Sustainability
Report Author:	Lynn Sproat, Senior Programme Manager Community Wealth Building

1. Purpose

This is presented to the Board for:

- Discussion

This paper relates to:

- Government policy/directive
- Local policy
- NHS Board Anchor/Community Wealth Building Strategy

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

- Safe
- Effective
- Person Centred

2. Report summary

2.1 Situation

The Anchor/CWB Year 1 Annual Report for 1 August 2022 to 1 August 2023 is presented to the Board in Appendix 1.

The report aims to provide the Board with assurance that progress has been made to deliver an NHS Ayrshire & Arran Anchor/Community Wealth Building (CWB) Strategy in line with requirements of the NHSScotland Annual Delivery Plan 2023. The report shares progress to date on building our Anchor/Community Wealth Building programme demonstrating some of the work carried out during year 1 of the programme.

The draft Anchor/CWB strategy will be presented to the Corporate Management Team on 26 September 2023 and then to the Board meeting on 9 October 2023. Following approval by CMT and the Board the Strategy will be submitted to Scottish Government by 27 October 2023.

2.2 Background

Community Wealth Building (CWB) is an internationally recognised model of economic development which tackles long standing challenges facing local, regional and national economies. CWB considers the ways in which wealth is generated, circulated and distributed, providing an alternative people-based approach to traditional economic development redirecting wealth back into local economies.

CWB aims to reduce the flow of wealth out of communities by increasing local investment, keeping spend local, making better use of local assets, creating more secure and better paid jobs and more locally rooted, ‘generative’ businesses that share the wealth they create with workers, consumers and communities. This ensures our collective wealth works better for people, the place and the planet.

The Scottish Government is committed to CWB as a key means of addressing the challenges posed by post-Covid recovery, and the climate crisis, while tackling child poverty and entrenched inequalities. The Scottish Government is taking forward a Community Wealth Building Bill to enable more local communities and people to own, have a stake in, access and benefit from the wealth the Scottish economy generates.

The CWB Bill will cement and augment the role local authorities and other public sector anchor organisations, such as the NHS, play in supporting local economic development and advancing a wellbeing economy, legislating for them to consider their economic footprint within a wider place system. [The Scottish Government consultation on CWB legislation](#) ² closed on 9 May 2023 with legislation expected to be forthcoming in 2024.

CWB and development of territorial Health Boards as anchor institutions falls within the Scottish Government Care and Wellbeing portfolio. Care and Wellbeing is the key NHS reform vehicle to improve population health; address inequalities and improve system sustainability.

Care and Wellbeing work supports the Scottish Government’s mission to: tackle poverty and protect people from harm; create a fairer, green and growing economy; and prioritise our public services, as set out in: equality opportunity community new leadership – A Fresh Start

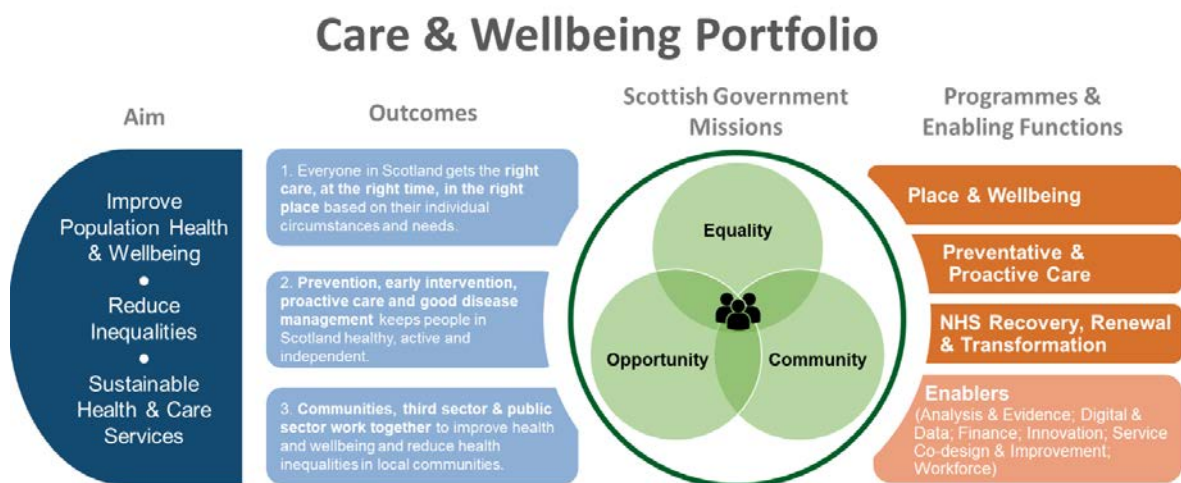


Figure 1: Scottish Government Care and wellbeing Portfolio

The NHSScotland Delivery Plan for NHS Territorial Boards (28 February 2023) requires all Scottish Health Boards to develop an Anchor strategic plan and to be an effective anchor Institution. As part of the 'COVID Recovery Strategy: for a fairer future' all Scottish Health Boards are required to:

Set out their approach to developing an Anchors strategic plan by October 2023 setting out governance and partnership arrangements to progress anchor activity; current and planned anchor activity and a clear baseline in relation to workforce; local procurement; and use or disposal of land and assets for the benefit of the community.

The Board Anchor/CWB strategy has been submitted to the Corporate Management Team meeting 26 September 2023. The strategy is to be submitted to the Scottish Government by **27 October 2023**. Scottish Government Anchor metrics are in discussion and development to allow Boards to develop their Anchor baseline measurements.

2.3 Assessment

Appendix 1, the NHS Ayrshire & Arran Anchor/CWB Year 1 Annual Report August 2022 to August 2023 shares progress to-date on building our Anchor/Community Wealth Building programme demonstrating some of the work carried out during year 1 of the programme.

Our anchor work should not be viewed as an additional one-off programme of work but should encompass how we better use our assets to do what we already do: employ people, buy goods and services, manage our land, buildings and the environment and form partnerships.

The NHS Ayrshire & Arran Anchor/CWB Programme currently faces challenges in progress of the programme and delivery of planned actions across all programme pillars due to limited designated resources being available.

2.3.1 Quality/patient care

Caring for Ayrshire (CfA) provides a platform to transform health and care services across Ayrshire & Arran enabling people to access the care they need closer to home, where it is safe and practical to do so. The Community Wealth Building programme sees NHS Ayrshire & Arran identify as an anchor institution where the socio-economic benefit of decisions taken as part of Caring for Ayrshire will be visible in communities throughout Ayrshire.

CWB work plans have been established and implemented for Procurement, Employability and Financial Powers. Further Anchor/CWB work plans are being progressed to provide assurance on the progress and development of the Community Wealth Building programme.

NHS Ayrshire & Arran are participating in testing and development of the Scottish Government Anchor performance metrics which will form the basis of our Anchor/CWB performance dashboard.

2.3.2 Workforce

Under the Financial Powers pillar of our Anchor/CWB programme the Staff Financial Inclusion and Wellbeing group continues to raise awareness and signpost staff to support information and resources regarding the Cost of Living crisis.

The Fair Work/Work force pillar of our Anchor/CWB programme aims to make NHS Ayrshire & Arran the best place to work by supporting, enabling, and empowering implementation of Fair Work practices through improved policy and practice enabling recruitment and retention of a workforce representative of the local population. The following Fair Work/Workforce workstreams have been agreed:

1. Anchor Fair Work partnership and networking
2. Fair Work Communications
3. Recruitment and Employability
4. Living Wage accreditation
5. Staff training and progression pathways
6. Staff Health, Safety and Wellbeing
7. Fair Work Key Performance Measures

Section 3.2 of Appendix 1 outlines progress on our Fair Work/Workforce pillar and workstreams.

2.3.3 Financial

The Financial Powers pillar of our Anchor/CWB programme will ensure that NHS Ayrshire & Arran flows of investment and spending works for local people, communities and businesses to grow the local economy. The Financial Powers workstreams have been implemented and are focusing on:

1. Promotion of the shop local campaign offering support to local businesses.
2. Ethical investment of NHS Ayrshire & Arran endowment funds.
3. Sign posting and provision of referral pathways for staff to cost of living help and advice - ensuring staff can take up benefits and the support they are entitled to.
4. Provision of training and support to our managers enabling them to provide advice to staff struggling during cost of living crisis.
5. Provision of an exemplar non-pay staff benefits package and ensuring this is widely communicated and accessible to all staff reducing staff cost of living.
6. Promotion of the work of credit unions to staff - supporting staff to identify opportunities to receive fair banking and to take control of their money, saving what they can and borrowing only when they can afford to repay loans.
7. Promoting workplace pensions to staff.
8. Ensuring staff access to good financial advice and support.

2.3.4 Risk assessment/management

The Anchor/CWB Programme Board has established a programme risk register. The current Anchor/CWB risks are being reviewed and updated. However as above the NHS Ayrshire & Arran Anchor/CWB Programme currently faces challenges in progress of the programme and delivery of planned actions across all programme pillars due to limited designated resources being available.

Further discussion is required with the Scottish Government, the Board and CMT on how to mitigate these staff capacity risks.

2.3.5 Equality and diversity, including health inequalities

An Anchor/CWB programme EQIA Assessment for relevance form has been completed and submitted to CMT along with the draft Board Anchor/CWB strategy.

2.3.6 Other impacts

- Best value
 - Successful management and delivery of our Anchor/CWB Building programme will require leadership and engagement with our partners, staff and citizens. The Local Councils and Health and Social Care Partnerships have increasing influence on delivering local Community Wealth Building benefits and NHS Ayrshire & Arran continues to participate in local and national established Anchor networks.
- Compliance with Corporate Objectives
 - Delivery of our Community Wealth Building aims supports the following corporate objectives to:
 - Protect and improve the health and wellbeing of the population and reduce inequalities;
 - Attract, develop, support and retain skilled, committed, adaptable and healthy staff and ensure our workforce is affordable and sustainable; and
 - Deliver better value through efficient and effective use of all resources.
 - Local outcomes improvement plans, community planning etc.

As part of a culture change across Ayrshire towards common anchor values, delivery of the NHS Ayrshire & Arran Anchor/CWB programme provides a practical response to current economic issues. The Anchor/CWB programme will provide a new economic approach to support creation of a fair Ayrshire economy enhancing local wealth, reducing poverty and inequality through investing and spending locally, creating fair and meaningful employment, designing and managing our buildings, land and assets to maximise local and community benefits and reducing our environmental impact.

2.3.7 Communication, involvement, engagement and consultation

The Board has carried out its duties to involve and engage external stakeholders where appropriate in the Community Wealth Building Programme:

- A Community Wealth Building communications plan has been developed and continues to evolve to ensure that NHS Ayrshire & Arran ambitions, vision and civic duties are communicated to staff and partners;
- Two Community Wealth building information bulletins have been published to introduce the ethos and topic of Community Wealth Building to staff and to indicate to partners that our CWB journey has begun;
- Regular CWB staff and partner update bulletins are developed and published;

- Regular NHS Ayrshire & Arran CWB update presentations are provided at the Ayrshire Anchor commission and Lead Officers group and NHS Boards Anchor Institutions peer network;
- A Community Wealth Building stand has been available at Caring for Ayrshire events to provide the opportunity to network with staff and stakeholders; and
- An NHS Ayrshire & Arran Community Wealth Building stand will be available at the Ayrshire Community Wealth Building Gathering 27 September 2023, Troon Town Hall and Walker Hall.

2.3.8 Route to the meeting

Community Wealth Building Programme Board meetings and feedback from CWB pillar leads has informed the development of the content presented in this report. Appendix 1, the Anchor/CWB Year 1 Annual Report August 2022 to August 2023 has been previously considered by the Director for Transformation and Sustainability as part of its development.

2.4 Recommendation

For discussion. Members are asked to discuss the CWB Year 1 Annual Report August 2022 to August 2023 and be assured of progress to deliver our first year ambitions. To note that the CWB Programme reports regularly to the Integrated Governance Committee and Corporate Management Team.

3. List of appendices

The following appendices are included with this report:

- Appendix 1, NHS Ayrshire & Arran Anchor/CWB Year 1 Annual Report 1 August 2022 to 1 August 2023

01 August 2022 to
01 August 2023



Anchor/Community Wealth Building (CWB) Annual Report

An update on our Community
Wealth Building programme
one year on.



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1. Introduction

1.1 Community Wealth Building

NHS Ayrshire & Arran signed the [Ayrshire Community Wealth Building Charter](#) in October 2020 becoming part of the pioneering Ayrshire Community Wealth Building Commission. As part of COVID recovery NHS Ayrshire & Arran relaunched its Anchor/Community Wealth Building Board and programme in July 2022.

This report provides an opportunity to share progress on building our Anchor/Community Wealth Building programme and to demonstrate some of the work carried out during year 1 of the programme 01 August 2022 to 01 August 2023.

2. Our Anchor/CWB Programme

2.1 Our Anchor/Community Wealth Building Programme

NHS Ayrshire & Arran formed an Anchor/Community Wealth Building Programme Board which first met on 02 June 2022 Community Wealth Building should be addressed.

On 25 July 2024, the Board appointed a Senior Programme Manager Community Wealth Building on a two-year secondment basis to 25 July 2024. Quarterly Anchor/CWB Programme Board meetings commenced on 23 August 2022.

Our Anchor/CWB programme works across six pillars led by Senior Management representatives as illustrated in the table below.

Fair Work/Workforce	Director of Human Resources
Procurement	Head of Procurement
Land & Assets	Assistant Director of Infrastructure & Support Services (ISS), (Programmes), Property & Capital Planning
Climate Change	Assistant Director of Infrastructure & Support Services (ISS), Estates and Support Services
Financial Powers	Assistant Director of Public Health
Service/Plural/Diverse Ownership	Director of Transformation & Sustainability

2.2 NHS Ayrshire & Arran Anchor/CWB aims and work streams

On commencement the Senior Programme Manager Community Wealth Building used the Joseph Rowntree Foundation Anchor institutions progression framework to help the Board to self-assess what it was doing as an anchor institution and to develop plans on how to take forward Community Wealth Building within NHS Ayrshire & Arran.

Use of the JRF (Joseph Rowntree Foundation) Anchor progression framework allowed identification of our Community Wealth Building aims, programme pillar workstreams and existing barriers to Community Wealth Building. These were discussed with the NHS Ayrshire & Arran Board at a Community Wealth Building workshop on 30 March 2023.

2.3 NHS Ayrshire & Arran Anchor/CWB Mission and Vision

Our Anchor/CWB Mission: Our anchor work should not be viewed as an additional one-off programme of work but should encompass how we better use our assets to do what we already do: employ people, buy goods and services, manage our land, buildings and the environment and form partnerships



Our Anchor/CWB vision: To support creation of a fair local wellbeing economy which enhances local wealth, reduces poverty and inequality through investing and spending locally, creating fair and meaningful employment, designing and managing our buildings, land and assets to maximise local and community benefits and reduce our environmental impact.

Our programme aims to ensure Community Wealth Building (CWB) is embedded within NHS Ayrshire & Arran's organisational strategy and processes, and that we deliver, monitor and report on the programmes progress supported by a nominated Anchor/CWB Programme Board

2.4 NHS Ayrshire & Arran Anchor/Community Wealth Building Strategy

On 28 February 2023, the Scottish Government through the [NHSScotland Delivery Plan for NHS territorial boards](#) outlined actions to progress deliverables in the Place & Wellbeing and Preventative & Proactive Care Programmes. This included the requirement for all territorial boards to support and be effective anchor Institutions. As part of the 'COVID Recovery Strategy: for a fairer future' this now requires all Scottish Health Boards to:

Set out their approach to developing an Anchors strategic plan by October 2023 setting out governance and partnership arrangements to progress anchor activity; current and planned anchor activity and a clear baseline in relation to workforce; local procurement; and use or disposal of land and assets for the benefit of the community.

An NHS Ayrshire & Arran Anchor/Community Wealth Building Strategy has been drafted for review by the Corporate Management Team and Board prior to submission to the Scottish Government on 27 October 2023.

Anchor/CWB Achievements

Fair Work/Workforce



Employability		
	Aug 2022	Aug 2023
Modern Apprentices	46	44
Project Search Interns	8	10



2 newsletters



Careers Events Attended:

22 DWP
11 School
9 College
4 Other

Procurement

Procurement Spend FY 2022-2023	
Total procurement Spend	£147,360,092
Local Spend	£13,202,857
% Local Spend	9.53%



7 Supplier meetings



2 National Procurement Conferences



9 Community Benefits

- 2 Delivered
- 4 Open
- 3 agreed for delivery



1 NHSScotland Community Benefit Webinar

Financial Powers



8 Cost of Living Staff Stop Press publications



1 NHS A&A staff wellbeing app update to include financial inclusion section



NES Cost of Living/In work poverty & financial wellbeing online seminars for support workers



staff understanding your pensions sessions



£600 staff lottery shop local gif vouchers

Climate Change



2 New staff cycle shelters



CEO Active Travel video



7 Sets of site cycling information graphics



1 New staff active travel website



4 Staff Dr Bike Sessions with 32 cycles serviced



1 Research paper published

3. Anchor/CWB a year on

Our Anchor/CWB programme progress during year 1 has mainly focused on the CWB pillars of Fair Work/Workforce; Procurement and also Financial Powers due to the pressing cost of living crisis.

As we move forward with our programme work has commenced to progress action on Land and Assets, Climate Change and also to ensure that our future service models are shaped using a Community Wealth Building lens.

This report shares just some examples of Anchor/CWB work and achievements.

3.1 Partnership and Collaboration

In Scotland, CWB and development of territorial Health Boards as anchor institutions falls within the Scottish Government Care and Wellbeing portfolio. Care and Wellbeing is the key NHS reform vehicle to improve population health; address inequalities and improve system sustainability.

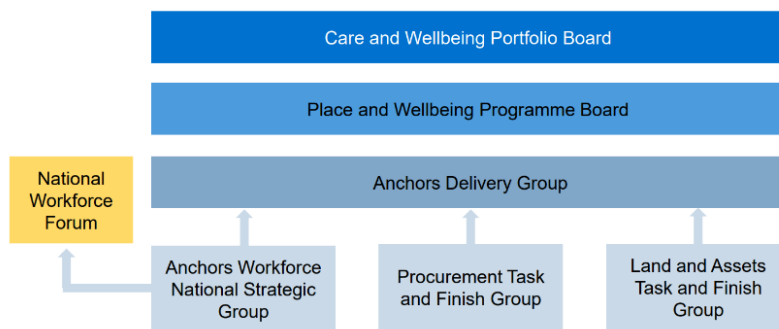


Figure 1: NHS Anchor Governance in Scotland

At a national NHS level NHS Ayrshire & Arran are key active participants in the Health and Social Care Anchors Peer Learning Network supported and organised by Public Health Scotland. Our officers also actively participate in the national (Scottish and UK (United Kingdom) wide) Health Anchors Network discussions led by Centre for Local Economic Strategies (CLES).

In July/August 2023 NHS Ayrshire & Arran, NHS Forth Valley and NHS Lothian have participated in testing of the Scottish Government NHS Anchor metrics. This work aims to develop a set of metrics to support Scottish territorial health boards to establish a baseline in relation to: workforce; local procurement; and if relevant, use or disposal of land and assets for the benefit of the local community/ The metrics will allow Boards to measure the impact of their Anchor/CWB work at a local level.

Collaboration between anchor institutions and other local partners is key to supporting a successful Anchor/CWB programme. Appendix 1 shows the Anchor/CWB programme governance and links to the Ayrshire Community Wealth Building Commission. As a member of the Ayrshire CWB commission NHS Ayrshire & Arran is committed to embedding CWB principles into our organisational strategy and processes and we will report on our progress to the Ayrshire CWB Commission. By working in partnership in Ayrshire we can identifying initiatives, share ideas and collaborate, incremental work can be strengthened and extended.

3.2 Fair Work/Workforce

3.2.1 Fair Work CWB Communications

During the first year of the Anchor/CWB programme the following Fair Work CWB communications were published:

- [What is Fair Work?](#) - explaining to staff and partners what Fair Work means and outlining the principles of Fair Work
- [Fair Work: Apprenticeships and work placements](#)

3.2.2 Employability/recruitment

The NHS Ayrshire & Arran Employability strategy has been updated to include information on Caring for Ayrshire and the [NHSScotland Delivery Plan for NHS territorial board's](#) requirement for all territorial boards to support and be effective anchor Institutions and to progress anchor activities in relation to workforce. The strategy was approved by CMT (Corporate Management Team) on 26 August 2023.

An NHS Ayrshire & Arran recruitment plan 2023 – 2026 is in final stages of development to set out the NHS Ayrshire & Arran approach to resourcing candidates, across all job families and grades, with the right skills, abilities, competences and experience to enable continued delivery of high quality, safe and sustainable services across Ayrshire.

Monitoring of the Employability Strategy will be through the Employability Steering Group which has pan-Ayrshire representation. The recruitment plan will be monitored through the Workforce Planning & Improvement Group with formal governance assurance being made to the Staff Governance Committee.

3.2.3 Employment programmes

Apprenticeships

Modern and graduate apprenticeship programmes help NHS Ayrshire & Arran to secure trainees and develop staff with the skills required to support modern health service needs. NHS Ayrshire & Arran apprenticeships provide real work experience, training and career opportunities to local young people aged 16 to 24, or up to 29 years for care experience or disabled young people. Our apprenticeships provides trainees with the skills to kick start a career in healthcare services.

Modern Apprenticeship	Financial Year August 2022	Financial Year August 2023
Dental Nurse Education (age 16-19)	20	19
Dental Nursing (age 20-24)	8	10
Dental Nursing (age 25+)	2	2
Healthcare Support Clinical (age 20-24)	1	0
Healthcare Support Clinical (age 25+)	6	0
Pharmacy Technical (Age 25+)	9	12

Modern Apprenticeship	Financial Year August 2022	Financial Year August 2023
Business and administration (SCQF Level 5 or 6)	0	1
Graduate Apprenticeships		
BSc (Hons) Artificial Intelligence and Data Science	1	0
Total	<u>46</u>	<u>44</u>

Project Search

Project SEARCH began 10 years ago in NHS Ayrshire & Arran in partnership with East Ayrshire Council and Ayrshire College. Since 2015/16 NHS Ayrshire & Arran has supported on average ten Project SEARCH students per year with the majority completing their course.

Our Project SEARCH programme connects young people with learning disabilities and additional support needs, with competitive employment. There are no formal entry requirements however, applicants must participate in an interview and assessment process to be accepted onto Project SEARCH.

Project SEARCH interns are supported through hands on work experience placements and provide students with the opportunity to demonstrate their skills and abilities to employers, while learning practical and vocational skills. This helps prepare the interns for the world of work.

Project SEARCH Interns August 2022	Project SEARCH Interns Completed Course & Graduated July 2023	Project SEARCH Interns Financial August 2023
8	7	10

Seven Project SEARCH Interns graduated on Friday 23 June 2023 at University Hospital Crosshouse (UHC). The interns completed 36 weeks of training and gained practical experience within different areas of University Hospital Crosshouse, East Ayrshire Council and local businesses helping to build their confidence, self-esteem and independence. Three graduates have been offered employment with local companies with other interns going on to further education courses as a result of their Project SEARCH placements. The [project SEARCH intern's graduation has been celebrated on the NHS Ayrshire & Arran public website.](#)

Step into Business

Our Step into Business placements deliver 26-week fully funded job placements that fit with organisational business needs and encourage a fair and flexible recruitment pathway for parents having difficulties in entering the labour market. Step into Business placements are in collaboration with North Ayrshire Council. Three parents commenced employment with NHS Ayrshire & Arran on Step into Business placement in May 2023 working in Procurement, Infection Prevention and Control and with the Nursing QI (Quality Improvement) Team.

3.2.4 Pre application support

We work closely with schools and job centre plus students to provide advice on: NHS career opportunities, how to find NHS Ayrshire & Arran job vacancies, how our recruitment process works, tips for completion of NHS recruitment applications, the NHS shortlisting and interview process and NHS interview preparation.

To support this work a new NHS Ayrshire & Arran careers and work opportunities presentation has been developed for use at school and Job Centre Plus visits as appropriate.

3.2.5 Employment careers outreach work.

To raise awareness and NHS Ayrshire & Arran's profile as an exemplar employer, we regularly engage with schools, colleges and university careers events, and work with the Department for Work and Pensions to provide career presentations and training events at Job Centre Plus sites. Between 01 August 2022 and 01 August 2023, we attended 46 careers outreach events.

Careers Outreach Event Type	Number of Events Attended
DWP (Department of Work & Pensions) Events	22
School Events	11
College Events	9
Other Events	4

3.2.6 Living Wage Employer

NHS Ayrshire & Arran aspires to complete real Living Wage employer accreditation. We are a Living Wage employer through the provision of good pay and conditions. Our procurement department now need to explore progression of Living Wage accreditation with our external contractors to ensure contractors staff also have access to good pay and conditions.

3.2.7 Staff training and progression pathways

Review of Band 2 nursing Healthcare Support Workers job descriptions (including Nursing Assistants) has taken place in line with new national profiles. Staff undertaking clinical duties having been identified and offered the opportunity to accept the Band 3 generic job description.

Staff transferring to the Band 3 job description will be offered development opportunities to undertake a wider range of tasks than they had perhaps previously been carrying out. [A staff communications update has been issued.](#)

3.2.8 Support for Distributed working

The requirements for distributed working is being mapped to the Once for Scotland Policies (phase 2) which are scheduled for implementation in November 2023. The exemplar suite planned to be built on the Ailsa site to support this initiative has not yet commenced.

3.2.9 Ayrshire College Placements

NHS Ayrshire & Arran is finalising in collaboration with Ayrshire College a one week placement for students offering the opportunity to access a diverse range of services across health and social care. The college placement week aims to raise awareness with students of the wide range of career opportunities available within NHS Ayrshire & Arran, provide practical insight on job roles and to provide job vacancies and how to apply for posts.

3.2.10 Staff Health and WellBeing

NHS Ayrshire & Arran is proud to have committed to provide dedicated space for wellbeing across three Staff Wellbeing Centres at Ayrshire Central Hospital, University Hospital Ayr and Crosshouse. The wellbeing centres provide a range of support and therapies to staff including facilitated group support and education for emotional and relational issues.

To raise the profile of the Staff Wellbeing Service, a Staff Wellbeing Service newsletter is circulated throughout the organisation, a Wellbeing App is now available and a Viva Engage app Staff Wellbeing community is being piloted. Staff Wellbeing is promoted at staff induction across a range of specialities, sharing both information and offering experiential support.

At the beginning of 2023 a Staff Wellbeing Funding resource was created using Central Government funds. This allowed funding to be identified to East & South H&SCP to enable visits by the Project Wingman Foundation to NHS Ayrshire & Arran community sites for a period of three weeks. Visits by the Project Wingman bus offered staff a designed relaxation space to decompress and unwind on breaks.

3.2.11 Development and monitoring of Fair Work/workforce data sets

NHS Ayrshire & Arran, NHS Forth Valley and NHS Lothian have tested the Scottish Government (SG) Anchor metrics. The SG Health and Social Care Analysis team have developed a set of metrics to support NHS Boards to establish an Anchor data baseline to aid measurement of the impact of their Anchor activities at a local level.

The Scottish Government Anchor test metric template for workforce was reviewed and completed at the beginning of August 2023 providing comments and feedback on the proposed metrics and issues encountered when completing the Scottish Government anchor metric template.

3.3 Procurement

3.3.1 Procurement Communications

To support our suppliers, we have embarked on improving our procurement processes and provision of information to suppliers.



Our new [NHS Ayrshire & Arran Quick Quotes leaflet](#) now provides suppliers with information on: what a quick quote is; the quick quote process; distribution of quick quotes on Public Contracts Scotland; the NHSScotland Community Benefit Gateway; NHS Ayrshire & Arran procurement teams and contact information.

To promote CWB procurement work a series of social media posts have been published on NHS Ayrshire & Arran social media sites to:

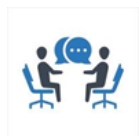
- Encourage suppliers to register on Public Contracts Scotland portal to enable them to view our advertised procurement contract opportunities.
- Encourage both 3rd party organisations and NHS suppliers to sign up to and use the NHS Scotland Community Benefit Gateway
- Advertise attendance of the CWB/Procurement team at relevant supplier engagement events including: P4H and the Supplier Development Programme Meet the Buyer 2023 conference.

Our Community Wealth Building staff intranet (AthenA) site contains [a procurement pillar web page](#) and procurement information is included on the [Community Wealth Building section of our Public website](#) to promote Anchor/CWB procurement work to our staff and partners.

The autumn 2023 edition of the Ayrshire Chamber of commerce magazine will carry a short article on our Anchor/Community Wealth Building programme and procurement work coinciding with information regarding Ayrshire Business week.

3.3.2 Supplier Engagement

Our Anchor/CWB procurement pillar supports local businesses by encouraging early market engagement to raise awareness of potential opportunities to bid for NHS work. We also work with other local public sector bodies including other local NHS Boards and the three local Ayrshire councils to collaborate on procurement in order to open up opportunities to local suppliers.



As part of our Anchor/CWB commitments we aim to engage with local suppliers involved in National Procurement Framework tenders and NHS Ayrshire & Arran quick quote contracts.



Photo 1: Procurement and CWB team stand at the national Supplier Development Programme (SDP), Meet the Buyer 2023 event

Since January 2023 NHS Ayrshire & Arran has:

- Held 7 face to face supplier engagement meetings
- Attended two National procurement events PH4 Scotland and Supplier Development Programme, National Meet the Buyer 2023.

Attendance at these national procurement events has enabled discussion with hundreds of current and potential NHS suppliers.

Our procurement and CWB team will be attending the Ayrshire Business Week, Ayrshire Meet the Buyer event on 04 October 2023.

Supplier engagement meetings have enabled discussion between our procurement department and NHS suppliers on:

- Future and existing contracts;
- Improvement to operation of contracts;
- NHS Ayrshire & Arran and supplier relationship;
- Forthcoming NP (National Procurement) Frameworks;
- Social, sustainable and community benefits in contracts;
- The NHSScotland Community Benefit Gateway;
- Benefits to suppliers of Supplier Development Programme membership including training offered to suppliers by SDP; and
- Provision of advice and support on how to bid for NHS contracts.

3.3.3 Local Procurement Spend

NHS Ayrshire & Arran is committed to make best use of its spending power when considering how goods, works and services are procured and to increase our local procurement spend. We take a balanced approach to procurement ensuring social, environmental and economic impacts are considered along with price and quality in our procurement processes.



In financial year 2020/2023 NHS Ayrshire & Arran total spend on goods and services was £147,360,092.

Supporting local business is an important part of our role as an anchor institution rooted in the communities where we live, work and provide services. The money we invest in our local economy helps our communities by boosting local employment, which in turn has positive impacts on health and wellbeing. Working with local companies benefits NHS Ayrshire & Arran by enabling us to build lasting relationships with suppliers who understand our infrastructure and the services we provide.

Procurement local spend

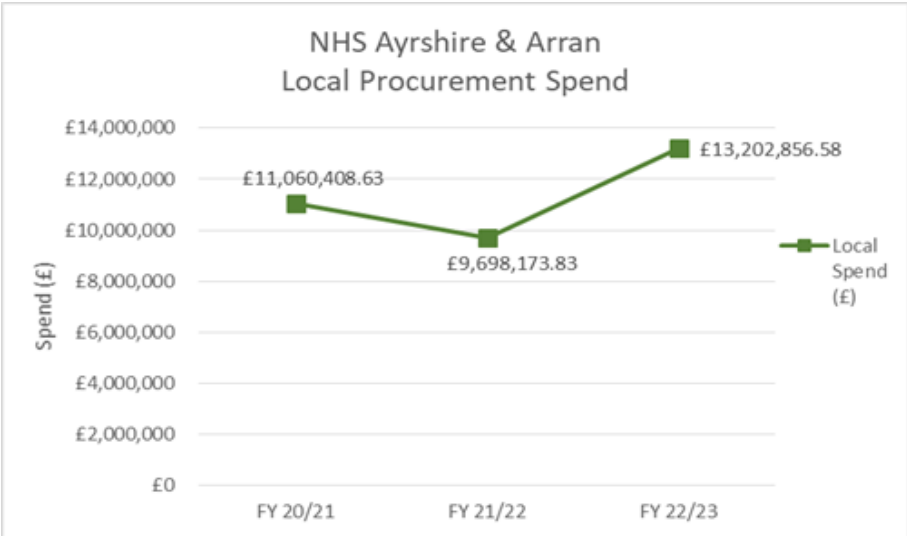


Figure 2: Local Procurement spend

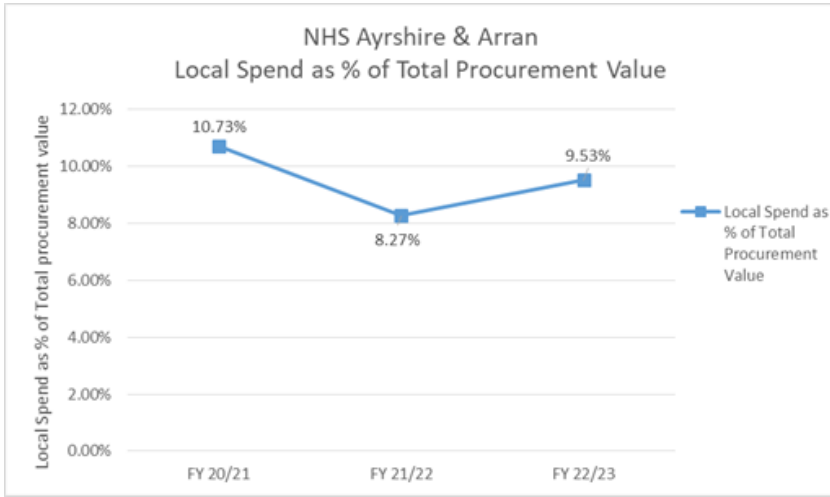


Figure 3: Local spend as a percentage of total procurement value

NHS Ayrshire & Arran local procurement spend value increased between financial year 2021/2022 and 2022/2023 by 36.14% to £13,202,857.

NHS Ayrshire & Arran local percentage of total procurement value increased by 1.26% to 9.53% in financial year 2022/2023.

Local spend by local authority area.

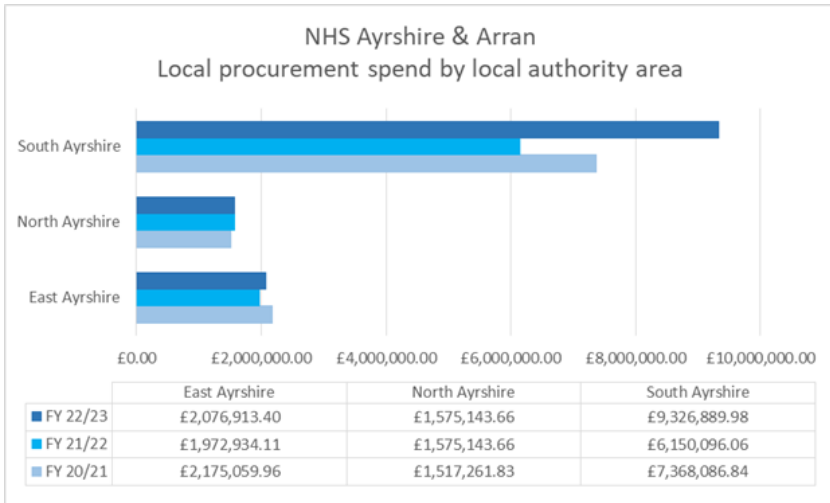


Figure 4: NHS Ayrshire & Arran local spend by local authority area

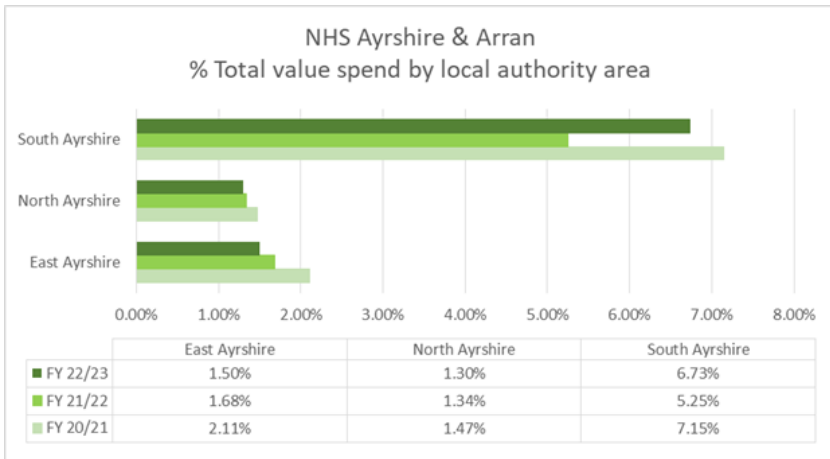


Figure 5: NHS Ayrshire & Arran percentage of total procurement spend by local authority area

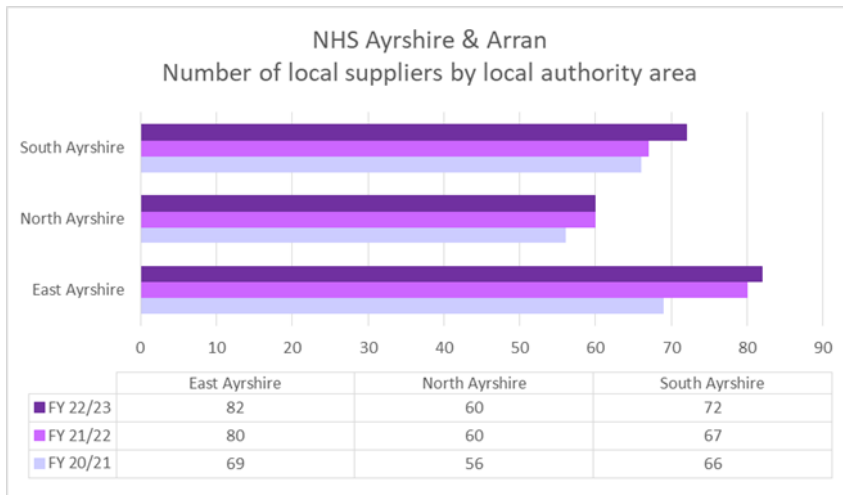


Figure 6: NHS Ayrshire & Arran number of local suppliers by local authority area.

3.3.4 Community Benefit

Work is ongoing with our local suppliers to maximise the procurement benefit to our communities. As part of our Anchor/CWB programme we have embedded social values and sustainability into the quality section of our tendering process.

Since 01 April 2023 where appropriate NHS Ayrshire & Arran has introduced a community benefit requirement in procurement contracts and tenders where the estimated value of the contract is equal to or greater than £50,000 for goods and services and £1,000,000 for works.

3.3.5 NHSScotland Community Benefit Gateway



Work has been ongoing to promote the NHSScotland Community Benefit Gateway (CBG), a free online service which connects NHS Scotland suppliers with third sector community organisations in order to fulfil community needs to third sector organisations.

An [NHS Ayrshire & Arran NHSScotland Community Benefit Gateway web page](#) provides advice to third party organisations and suppliers on how to sign up and use the gateway.

On the 23 May 2023 NHS Ayrshire & Arran held a webinar for third sector voluntary organisations to promote the NHSScotland Community Benefit Gateway and encourage registration of community benefits. 50 organisations registered for the webinar and 29 representatives attended the event.



During the period 01 August 2022 and 01 August 2023 eleven community benefit needs have been registered by Ayrshire 3rd sector voluntary organisations on the NHSScotland Community Benefit Gateway:

- 2 community benefit needs were rejected
- 2 community benefit needs requests have been delivered by our suppliers; and
- 3 community benefit needs have received response and are in the process of being delivered by our suppliers.
- 4 community benefit needs are open awaiting response from our suppliers

3.3.7 Tender Fair Work Clauses and Real Living Wage Accreditation

Since 01 April 2023 where appropriate NHS Ayrshire & Arran has introduced social value clauses including a fair work clause in our procurement contracts and tenders as appropriate where the estimated value of the contract is equal to or greater than £50,000 for goods and services and £1,000,000 for works.

Human Resources and Procurement are currently discussing how work can be progressed to allow NHS Ayrshire & Arran to complete real Living Wage accreditation.

3.3.9 Anchor/CWB Procurement Performance Monitoring

NHS Ayrshire & Arran along with NHS Forth Valley and NHS Lothian have taken part in testing the draft Scottish Government Anchor metrics.

The Scottish Government procurement metrics will allow Health Boards to establish an Anchor/CWB procurement baseline enabling measurement of each board's procurement impact on the local economy. An NHS Ayrshire & Arran CWB/Anchor procurement dashboard will be developed based on the Scottish Government Anchor metrics.

3.3.10 Procurement and Net Zero



We are facing a Climate Emergency. Now more than ever NHS Ayrshire & Arran must do the right thing for both its people (staff and citizens) and the planet. In line with NHS Scotland's objective to meet its Net Zero carbon emission targets while achieving its wider Social Value priorities we are applying net zero and social value rating to all NHS Ayrshire & Arran purchasing. Since April 2023 sustainability evaluation criteria have been added to the quality section of our tenders.

3.4 Financial Powers

Our Anchor/CWB Financial Power pillar aims to ensure flows of investment and spending works for local people, communities and businesses helping to grow the local economy.

3.4.1 Support during the Cost of Living Crisis

A new [NHS Ayrshire & Arran Cost of Living webpage](#) signposts staff, patients and the general public to relevant cost of living information and advice.

Our Staff Financial Task and Finish Group have supported staff to weather the cost of living crisis which is affecting us all.



The group has produced a series of publications to sign post staff to information including:

- [Gambling and scams](#)
- [Food banks and food larders](#)
- [Credit unions](#)
- [Cost of living energy bills](#)
- [How to survive Christmas](#)
- [Staying warm for less](#)
- [Maintaining good health through the cost of living crisis](#)
- [Information and signposting to support people with money worries and concerns](#)



Home Energy Scotland information advice leaflets have been distributed around our sites for staff, patients and the general public.

Home Energy Scotland Stay on top of your heating costs A5 room thermometer cards have been distributed to patient facing teams along with advice on how these can be used to help patients keep their homes at or above the minimum NHS recommended temperature during winter.

[NES \(NHS Education for Scotland\) Cost of Living/In work poverty and financial wellbeing online events](#) were promoted to our clinical and non-clinical support workers with slides from the event made available via Turas Support Worker Central learning and development training resources.

3.4.2 Managers Cost of Living Training

A set of financial hardship training slides are now included in manager's monthly attendance management training to raise awareness of staff hardship. The slides provide advice to managers on what signs to look out for in the workplace of staff suffering from financial hardship.

3.4.3 Promotion of NHS Staff Discounts

To ensure staff are aware of the NHS staff benefits and discounts they are entitled to and to provide help to reduce staff cost of living we now regularly include information on our staff benefits, NHS discounts schemes and latest discount deals in our staff publications including: eNews, daily digest and our new all staff Viva Engage.

3.4.4 Staff Food Cost of Living Assistance

To support staff in terms of access to emergency food support and reduction of food bills a [staff stop press has been published on access to food banks and food larders](#).

3.4.5 NHS Ayrshire & Arran Staff Financial Inclusion Information and advice

Our NHS Ayrshire & Arran staff wellbeing app now includes a financial inclusion section providing advice on financial inclusion topics such as money matters, travel discounts and links to the cost-of-living portal.

3.4.6 Promotion to staff of use of Credit unions

The NHS credit union and local alternative credit unions has been promoted to our staff to help staff take control of their finances by encouraging them to save what they can and borrow only what they can afford to pay. See [staff stop press: Credit unions](#).

3.3.7 Pensions

Our Human Resources and Finance departments have provided information to staff on changes to workplace pensions including automatic enrolment of new staff in workplace pensions: ([workplace pensions stop press April 2022](#)). A series of understanding your pension sessions have been offered to staff designed to provide NHS employees with an overview of the key pension changes resulting from the public sector age discrimination ruling (sometimes referred to as the McCloud remedy).

3.3.8 Shop Local

To harness the wealth of our employees we encourage our staff to spend their wages locally where possible to support the Ayrshire and Arran economy.

Our Staff lottery initiated a trial use of shop local gift cards as part of our staff lottery prizes. In addition to the usual staff lottery cash and bumper cash prizes, staff were given the chance to win a monthly Scotland Loves Local Gift Card worth £50 for use at a wide range of shops/retail outlets within South Ayrshire. Every quarter (Jan, April, July, Oct 2023) an additional Scotland Loves Local Gift Card worth £150 was offered in the Draw to be spent as the recipient wished within participating South Ayrshire businesses.

During the period January 2023 to July 2023 the staff lottery provided 8 shop local vouchers with a total value of £600 to luck staff winners.

3.3.8 Ethical Investment of Endowments

The finance department continues to ensure that governance of our endowments includes within the endowments charter investment policy an ethical investment policy statement. This ensures that investment of endowment funds does not conflict with the aims of provision of health services.

The ethical investment policy statement currently precludes direct investment in companies where 10% or more of their turnover comes from sales of or direct investment in: gambling, pornography, high interest rate lending and armaments.

3.4 Climate Change

3.4.1 Active Travel

3.4.2.1 Transport and Active Travel AthenA Site

The previous Transport and Access section of AthenA has been updated to provide a [Transport and Active Travel website](#) for staff access. Contents of the website has been updated to provide information on: active travel, NHS Ayrshire & Arran site travel directions, staff travel discounts and benefits, travel plans and for front facing staff some information on patient travel. The website is currently being promoted to staff via Daily Dialogue, eNews and Viva Engage All staff and Staff Wellbeing communities.

3.4.2.2 New Bike shelters

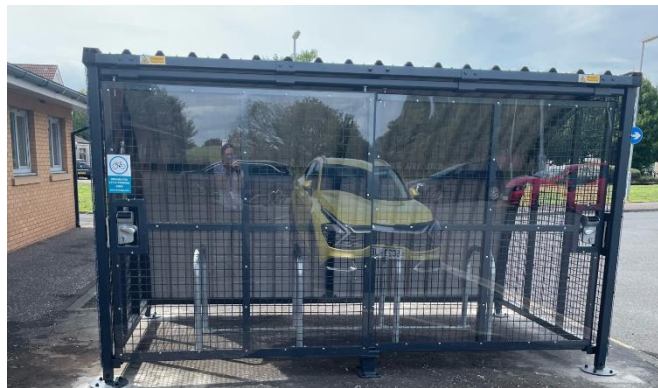


Photo 2 and 3: Bike shelters East Ayrshire Community Hospital and Three Towns Health Centre

Supported by Sustrans and Transport Scotland two new staff cycle shelters have been purchased and installed at East Ayrshire Community Hospital and Three Towns Health Centre (secure staff cycle shelter)

Funding has been secured from the staff lottery to finance a third cycle shelter for North Ayrshire Health Centre.

3.4.1.3 CEO active travel video

The NHS Ayrshire & Arran workplace active travel officer worked with Claire Burden, CEO to produce [the CEO active travel video \(You Tube\)](#) to promote the benefits of active travel. The video will be promoted to staff via Daily Dialogue, eNews and viva engage.

3.4.1.4 Cycling to work week

UK Cycle to work week was 03 August 2023 this event was promoted to staff via daily digest and eNews 28/07/2023 to encourage staff to consider cycling to work: [Athena Link - Cycle to Work week](#). Articles in eNews also advised how to sign up to win [Sustrans Cycle to Work Week prizes](#).

3.4.1.5 NHS Ayrshire & Arran Cycling Infrastructure info graphics

NHS Ayrshire and Arran is a [Cycle Friendly Employer](#), which means that we have various facilities at the different hospital sites, such as bike shelters and showers. The links provide access to a set of cycling info graphic created by the Health Improvement Officers. The info graphics provide details of the cycling facilities available on each of our sites and will be

promoted to staff via the [Athena Transport and Active travel website](#), daily digest, eNews, All staff via engage and staff noticeboards at the relevant hospital sites.

- [University Hospital Ayr](#)
- [University Hospital Crosshouse](#)
- [Ailsa Hospital](#)
- [Ayrshire Central Hospital](#)
- [Biggart Hospital](#)
- [Girvan Community Hospital](#)
- [Three Towns Resource Centre](#)

3.4.2.6 NHS Ayrshire & Arran Workplace Active Travel Officer

Due to Scottish Government cuts to Transport Scotland active travel behavioural change funding the NHS Ayrshire & Arran workplace active travel officer has been lost. Other options to fund this post are being considered.

3.4.3 Girvan District Heat Network

Feasibility studies have been completed by consultants on the practicalities of installing a district heating network in Girvan serving the hospital, sports centre, commercial businesses, and homes using waste heat from the whisky industry. If installed this is replicable across the industry.

3.4.4 Health Gains from home energy efficiency measures research paper – Public Health in Practice

Partnership workings between the Energy Agency, South Ayrshire Council, NHS Ayrshire & Arran, Glasgow University and East Ayrshire Council has enabled a health impact research paper to be published in Public Health in Practice. This eight-year research study shows a reduction in hospital admissions for respiratory and cardiac conditions when patients housing improves. The full report is available online: [Health gains from home energy efficiency measures: The missing evidence in the UK net-zero policy debate](#).

The paper highlights that energy efficiency measures in homes can reduce hospital admissions, and this should form part of the government's policy towards net zero.

3.5 Land and Assets

3.5.1 Local Delivery plan outline work plan for Land and Assets

To meet requirements of the NHS Scotland Annual delivery plan 2023 discussion and agreement has taken place with Property services on initial outline work plans for Land and Assets (See Appendix 2). Moving forward a programme work plan for Land and Assets will be developed and implemented in discussion with Property Services, Estates and support services and our Public Health department.

3.5.2 Scottish Government Land and Asset Anchor metric testing

At the beginning of August 2023 Property Services reviewed and provided feedback on the Scottish Government Anchor test metric template for land and assets providing comments and feedback on the proposed metrics and issues encountered when completing the metrics template.

3.5.3 Changes to the NHS Property Services Handbook – Asset transfer

The national Anchor Land and Assets Task & Finish Group is responsible for progressing the key deliverables of the land and assets strand within the NHS Anchors Workstream. The group is currently reviewing the Property Transactions Handbook with a view to updating it to better support NHS Boards use and dispose of their land and assets for the benefit of the local community.

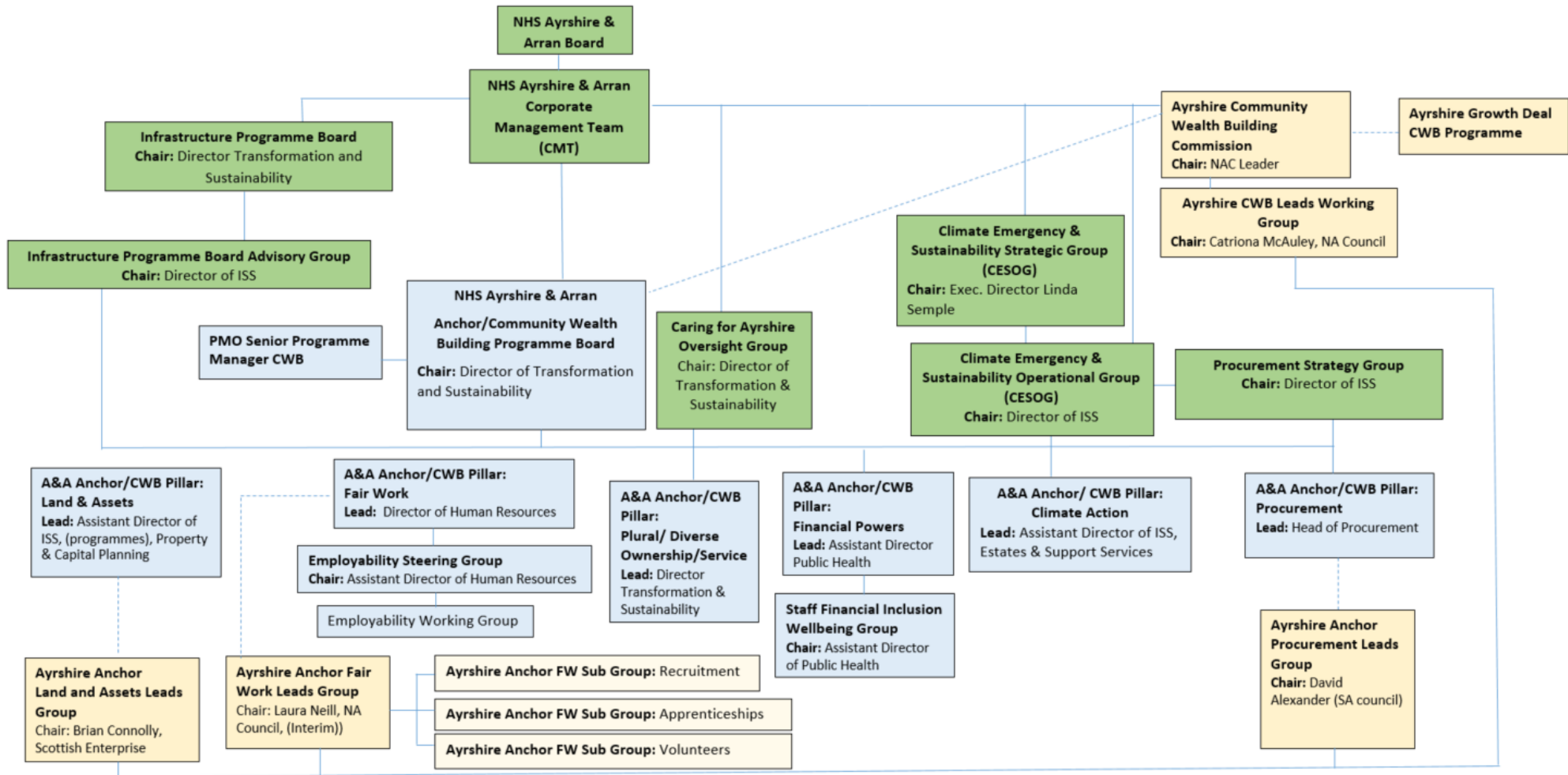
3.6 Service – Caring for Ayrshire (CfA)

The scale of the Caring for Ayrshire (CfA) programme provides a platform to support wider economic regeneration and inclusive growth across the region. The economy of Ayrshire has under-performed over a substantial period of time, and it has one of the highest unemployment rates in Scotland and the UK. Initiatives such as the Ayrshire Growth Deal aim to create an Ayrshire that is vibrant, outward-looking, confident and attractive to investors and visitors, and which will make a major contribution to Scotland and the UK's growth. The Community Wealth Building initiative sees NHS Ayrshire and Arran identify as an anchor institution where the socio-economic benefit of decisions taken as part of Caring for Ayrshire will be visible in communities throughout Ayrshire.

3.6.1 Caring for Ayrshire (CfA) Whole System Plan

NHS Ayrshire & Arran is now developing the CfA Whole System Plan and associated infrastructure plans. The Whole System Plan and infrastructure plans are to be drafted by December 2023 and will be submitted for consideration and approval through the governance process.

Appendix 1: NHS Ayrshire & Arran Anchor/CWB Governance Chart



Appendix 2: Land and Assets Annual Delivery Plan Year 1

Deliverable Summary <i>Please include a brief summary of the deliverable, briefly outlining the intended action and what this will achieve in 23/24.</i>	Q1 Milestones <i>Please outline what you intend to have achieved by Q1</i>	Q2 Milestones <i>Please outline what you intend to have achieved by Q2</i>	Q3 Milestones <i>Please outline what you intend to have achieved by Q3</i>	Q4 Milestones <i>Please outline what you intend to have achieved by Q4</i>	Risks and Issues <i>Please provide a short summary of risk(s) and/or issue(s) with a focus on cause and impact i.e., what is the specific area at risk and how will it impact on objectives/ milestones.</i>	Controls <i>Please summarise the key controls in place to manage the risk(s) and/or issue(s), to reduce the impact, or to reduce the likelihood of a risk from occurring.</i>
1. Anchor Land and Assets networking and information sharing	1. Confirm Ayrshire Land and Assets Leads meeting dates for FY 23/24 and NHS Ayrshire & Arran Land and Asset representation 2. Ensure NHS Ayrshire & Arran Land and Asset representation at quarterly Ayrshire Land and Assets Leads meetings	1. NHS Ayrshire & Arran Land and Asset representative attendance and participation in Ayrshire Anchor Land and Assets Leads meetings	1. NHS Ayrshire & Arran Land and Asset representative attendance and participation in Ayrshire Anchor Land and Assets Leads meetings	1. NHS Ayrshire & Arran Land and Asset representative attendance and participation in Ayrshire Anchor Land and Assets Leads meetings	There is a risk that Anchor organisations are unable to agree leadership of the Ayrshire Anchor Land and Assets Leads group and work plan	In interim period Scottish Enterprise have agreed to chair Ayrshire Anchor Land and Assets Leads group
2. Identify and share information for inclusion in Ayrshire Anchor <i>Geographic Information System</i> (GIS) mapping of public sector surplus land and assets	1. Confirm accuracy of current NHS Ayrshire Anchor <i>Geographic Information System</i> (GIS) surplus land and assets information and ensure this is kept up-to-date	1. Review and ensure NHS Ayrshire Anchor <i>Geographic Information System</i> (GIS) mapping of surplus land and assets information is up-to-date	1. Consider what other data can reasonable be added to the GIS data set.	1. Consider ways in which the GIS information can be better shared with key stakeholders.	There is a risk that Anchor organisations are unable to agree leadership of the Ayrshire Anchor Land and Assets Leads group and work plan	In interim period Scottish Enterprise have agreed to chair Ayrshire Anchor Land and Assets Leads group
3. Develop NHS Ayrshire & Arran community engagement process for Land and Property asset disposal	1. Create NHS Ayrshire & Arran short life working group community engagement process for Land and Property asset	1. Identify Ayrshire public sector community stakeholders in regards to NHS land and property assets disposal	1. Draft amended NHS Ayrshire & Arran land and property asset disposal and engagement process	1. Approval of amended NHS Ayrshire & Arran land and property asset	There is a risk that local Ayrshire community stakeholders and staff do not engage in discussions in regards amendment of	Amendment of NHS Ayrshire & Arran land and property asset disposal process to follow Board property governance for

	disposal and MS Teams work site			disposal and engagement process 2. Implementations of amended NHS Ayrshire & Arran land and property asset disposal and engagement process	NHS Ayrshire & Arran land and property asset disposal process	approval and to be acknowledged through Board CWB Programme Board for awareness raising.
4. Consider development of a proposed NHS Ayrshire & Arran land use guidance document	1. Create NHS Ayrshire & Arran land use guidance working group & MS Teams site	1. Review previous draft NHS Ayrshire & Arran land use guidance documentation 2. Identify potential to update NHS Ayrshire & Arran land use guidance documentation	1. Review appropriate legislative changes for NHS land and assets	1. Potential to draft NHS Ayrshire & Arran land use guidance document	There are currently conflicting perceptions of good estates management with current guidance and legislation which does not currently complement implementation of CWB action.	NHS Ayrshire & Arran has committed to Anchor/CWB responsibilities and has instigated an Anchor/CWB Programme NHS Ayrshire & Arran Caring for Ayrshire programme will complement CWB work
5. NHS Ayrshire & Arran Land and Assets communications plan Year 1 FY 23/24	1. Agree NHS Ayrshire & Arran Land and Assets CWB Communication plan FY 23/24	1. Develop and maintain NHS Ayrshire & Arran public and staff intranet information for Anchor/CWB Land and Assets	1. Consider the possibility of creating a Land and Assets staff and stakeholder update newsletter	1. Develop and agree Land and Assets information for inclusion in Year 1 (FY 23/24) NHS Ayrshire & Arran Anchor/CWB report	There is a risk that local Ayrshire community stakeholders and staff do not engage with the communication plans which in turn does not lead to positive demonstrable CWB outcomes.	The sharing of good practice examples at Land and Assets Leads meeting may mitigate this risk.