# NHS Ayrshire & Arran

**Meeting:** **Ayrshire and Arran NHS Board**

**Meeting date:** **Tuesday 7 April 2026**

**Title:** **Anchor/ Community Wealth Building Year 3 Report**

**Responsible Director:** **Kirstin Dickson, Director for Transformation & Sustainability**

**Report Author:** **Elaine McClure, Assistant Director Engagement, Communications and Programmes**
**Michelle Connelly, Senior Programme Manager**

## 1. Purpose

This is presented to the NHS Board for:
- Awareness

This paper relates to:
- Annual Operational Plan
- Government policy/directive
- NHS Board/Integration Joint Board Strategy or Direction

This aligns to the following NHSScotland quality ambition(s):
- Safe
- Effective
- Person Centred

This supports the following Corporate Objectives:

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

The Year 3 Anchor and Community Wealth Building Report demonstrates clear alignment with NHS Ayrshire & Arran's four organisational objectives by showing how anchor practices strengthen economic, social and environmental conditions across Ayrshire. Through Better Value, the programme enhances sustainable, efficient use of resources by increasing local procurement, embedding social value, and supporting local businesses and community benefit initiatives. Its contribution to Better Health is reflected in efforts to reduce inequalities and improve the wider determinants of health, such as employment, environment, and financial wellbeing, alongside initiatives like green health activities and climate action. The focus on fair work, employability pathways, staff wellbeing, and inclusive workforce development directly supports a Better Workplace, creating a more secure, representative, and empowered workforce. Finally, Better Care is advanced through community-centred approaches,

strengthened partnerships, and service reform activities that ensure services are more equitable, person-centred and responsive to community needs. Together, the programme reinforces NHS Ayrshire & Arran's role as an anchor institution committed to delivering long-term, holistic benefits for patients, staff, and communities.

## 2. Report summary

### 2.1 Situation

NHS Ayrshire & Arran (NHS A&A) has developed a Community Wealth Building (CWB) Strategy to leverage its role as a major local organisation—an "anchor institution"—to improve health, wellbeing, the economy, and the environment across Ayrshire.

Working in partnership with East, North, and South Ayrshire Councils through the Ayrshire CWB Commission, we are addressing major challenges including recovery, health inequalities, child poverty, and the climate emergency.

The CWB approach is built around six key pillars:

- **Spending locally (procurement)** – directing public procurement to support local businesses and job creation.
- **Fair employment (workforce)** – promoting good jobs with fair pay and inclusive opportunities.
- **Land and assets** – using assets to benefit communities.
- **Inclusive ownership (plural diversity)** – supporting cooperatives, social enterprises, and local businesses.
- **Financial power** – encouraging investment that delivers local benefit.
- **Climate action** – reducing emissions and building a sustainable future.

Anchor institutions across Ayrshire—including the NHS, local councils, and colleges—are collaborating to use their collective influence to build a fairer, healthier, and more resilient economy.

This report provides an update on **progress in Year 3** and is presented to Board Members in **Appendix 1**.

### 2.2 Background

This report provides the NHS Board with assurance that progress continues to be made in delivering NHS Ayrshire & Arran's Anchor Institution and Community Wealth Building (CWB) Strategy, in line with the requirements set out in the NHSScotland Annual Delivery Plan Guidance.

The report outlines key developments and achievements during Year 3 of the programme, demonstrating how NHS A&A is using its role as an anchor institution to support inclusive economic growth, reduce health inequalities, and contribute to a fairer, greener Ayrshire.

The current 2023–2026 Anchor/CWB Strategy, which was approved by CMT on 26 September 2023 and NHS Board on 9 October 2023, was submitted to the Scottish Government on 27 October 2023. In line with emerging national policy—including the progression of the Community Wealth Building (Scotland) Bill—and local learning, the

strategy is now undergoing a refresh for the 2026–2029 period to ensure continued alignment with regional priorities and national direction.

## 2.3 Assessment

NHS A&A has continued to make progress with CWB, leveraging its role as a major local organisation—an anchor institution—to improve health, wellbeing, the economy, and the environment across Ayrshire. The strategy is embedded within our core functions, recognising that our anchor work is not a standalone initiative but a way of enhancing how we already operate: employing people, procuring goods and services, managing land and buildings, and forming strategic partnerships.

The Programme Management Office (PMO) has worked closely with pillar leads and Senior Responsible Officers (SROs) to compile the Year 3 progress report, presented in Appendix 1, covering the period from August 2024 to August 2025. This report provides assurance to Board that meaningful progress has been made across the six CWB pillars:

- **Spending Locally (Procurement),**
- **Fair Employment (Workforce),**
- **Land and Assets,**
- **Inclusive Ownership (Plural Diversity),**
- **Financial Power, and**
- **Climate Action.**

**Progress in NHS Ayrshire & Arran Year 3**

The CWB Programme continues to maintain momentum through robust governance and collaboration. The CWB Programme Board meets quarterly, providing strategic oversight and ensuring alignment with organisational priorities with reports presented to both the CMT and the Integrated Governance Committee.

During Year 3, priorities were reset and processes reviewed to ensure greater efficiency and alignment moving forward. A more streamlined focus and clearer prioritisation of actions will be used to measure and demonstrate impact and progress across all six pillars.

The PMO has also actively engaged with the Regional Economic Delivery Group to improve alignment and maximise regional benefits where appropriate. These developments reflect NHS A&A's commitment to embedding CWB principles within core operations and driving inclusive economic growth across the region.

Some of the highlights from the report are set out below:

**Spending Locally (Procurement)**

- **Local Procurement Spend:** NHS Ayrshire & Arran supports local businesses and attends local events such as Meet the Buyer Ayrshire to strengthen and promote local opportunities through procurement. The Head of Procurement contributes to national efforts to shift spend towards local suppliers.
- **Social Value & Community Benefits:** NHS Ayrshire & Arran embeds social value in procurement by promoting Fair Work First and including

community benefit clauses in tenders over £50,000 (goods/services) and £1M (works). In 2024–2025, the use of the Community Benefit Gateway led to the delivery of 7 bids (at 1 April 2024 - 31st March 2025)

**Fair Employment (Workforce)**

- Developed a comprehensive People Strategy which will go to CMT and Board for approval – this will help deliver on our People Plan, Recruitment Plan, Workforce Plan and Employability Plan.
- Work is underway to develop a more focused and realistic Employability Plan, with incremental delivery ambitions aligned to organisational capacity. The Head of Workforce Resourcing & Planning and Employability Advisor are reviewing approaches adopted by other NHS Boards to assess potential for replication in Ayrshire.
- Engagement has taken place with NHSScotland Academy, NES, and NHS Lanarkshire to explore successful models, particularly around unregistered clinical roles. Discovery activity is ongoing and will inform the new plan.
- An update on employability actions and progress was provided to the Staff Governance Committee on 7 May 2025.
- Continued collaboration with Local Employability Partnerships (LEPs) aims to build on the success of the placement programme and extend it into 2025/26.
- Positive engagement with Scottish Government, Public Health Scotland and LEPs.
- Employability will also be embedded within the finalised People Strategy during this period.
- Promoting flexible and distributed working practices.
- Launching Staff Health, Safety & Wellbeing Framework – aligned with People Strategy.
- Transitioning to placement provider for South Ayrshire's Project Search (programme not currently running).
- Merging Co-Design Programme with Strengthen Local Partnerships initiative under a unified pledge/objective.

**Land and Assets**

- NHS Ayrshire & Arran property asset list and single point of contact in regards to property transactions and community asset transfers has been published on the NHS A&A website at: https://www.nhsaaa.net/land-and-assets/
- Since the establishment of the Community Asset Transfer framework, NHS Ayrshire & Arran has received a single expression of interest, which was subsequently withdrawn. To date, no community asset transfers have been completed.
- The Managing Access on Hospital Grounds and Estates Information note developed by the Green Exercise Partnership: NHS Health Scotland, Forestry Commission Scotland and Scottish Natural Heritage has been provided to Head of Property Services. Property Services

plan to develop a paper for submission to ISS, Infrastructure Programme Board Advisory Group outlining requirements and actions to address NHS Ayrshire & Arran land: Land access rights and responsibilities and Land management responsibilities in terms of the Act in order to manage NHS A&A land in a way that respects the public's access rights.

**Inclusive Ownership (Plural Diversity)**

**Key deliverables**

- Support communication of workforce recruitment and retention opportunities.
- Submitted Informing and Engagement Plan for Caring for Ayrshire service reform to CMT.
- Submitted Equality Impact Assessment for Caring for Ayrshire service reform to CMT.
- Submitted response to Ayrshire RES questions on future requirements for skills in health and care services.
- Submitted Case Study template to Public Health Scotland (PHS) to capture impact of funding.
- Established group to oversee medium to long-term service reform aligned with Caring for Ayrshire ambitions.
- Utilising outputs from previous pathways and service-related workshops will inform our implementation plan to Delivering Caring for Ayrshire.

**Financial Power**

- **Refreshed Strategic Focus Following Change of Chair**
  A full redraft of the Financial Powers workplan was completed, including a review of previous priorities. The refreshed plan places stronger emphasis on promoting staff financial wellbeing, progressing endowment funding bids, delivering targeted communications, and improving engagement with non-PC user staff groups.

- **Expanded Access to Staff Discounts and Financial Support**
  A new partnership with Healthservicediscounts was launched, giving NHS staff access to exclusive deals used by over 1.8 million healthcare workers. Promotion of NHS Benefits, Blue Light Card, and Staff Benefits continues across multiple staff wellbeing platforms. A second new partnership with Blue Light Local was launched in October 2025 focussing on independent local businesses to offer discounts relevant to local areas rather than national brands.

- **Sustainable Travel and Cycle-Friendly Recognition**
  Cycle Friendly Employer status was successfully maintained across multiple hospital sites. New initiatives such as Bike Amnesty Week and the appointment of an Active Travel Intern have strengthened efforts to promote sustainable travel and financial wellbeing among staff.

**Climate Action**

- **Energy Projects:** A project team has been established to develop plans for a wind turbine in Ayrshire, with a specialist contractor to be appointed. Engagement with North Ayrshire Council and National Services Scotland is supporting a solar feasibility study as part of the NAC Solar Private Wire project.
- **Sustainable Travel & Biodiversity:** Implementation of the NHS A&A Sustainable Travel Action Plan is progressing, supported by SPT funding and an active travel intern. Biodiversity initiatives include the opening of Kyle Garden, wildflower and grassland planting, and preparation for a Biodiversity Action Plan with £25k funding secured.

**Key achievements** for each pillar during **Year 3** are summarised in the following table.

**Table 1**

<table>
<tr><th>Pillar</th><th>Key Achievements</th></tr>
<tr><td>Spending Locally (Procurement)</td><td>
<ul>
<li>Local Business Spend (FY 2024-25)</li>
<li>Total: £20,334,215.80</li>
<li>Percentage of overall spend: 13.65%</li>
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<li>SME Spend (FY 2024-25)</li>
<li>Total: £72,172,349.76</li>
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Community Benefit Applications
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<li>7 community benefits delivered in FY 2024-25 (31st March 2025)</li>
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<tr><td>GAMA Healthcare</td><td>Ayr Ark</td><td>Christmas Hampers for struggling families</td></tr>
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<tr><th>Employability Programmes</th><th>Targeted at</th><th>Number of Participants 24/25</th></tr>
<tr><td>Step Into Business</td><td>Lone parents</td><td>0</td></tr>
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<tr><td>Sector Based Work Academy</td><td>Generic programme (open to all)</td><td>0</td></tr>
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| Apprenticeships | Targeted at | Number of Participants 24/25 |
|---|---|---|
| **Dental Nurse Education (SCQF Level 7)** | Young people (16–24) | 13 |
| **Pharmacy Technician (SCQF Level 7)** | No specific target group | **13** |
| **Business Administration (SCQF Level 5)** | Young people (16–24) | **2** |
| **Total apprenticeship starts** | | **28** |

**Outreach Activities**

During Year 3, we delivered a range of targeted careers events aimed at supporting priority groups and enhancing employability pathways:

- **School Careers Events:** Focused on young people aged 16–24, these events provided tailored guidance and opportunities to explore career options and pathways.
- **DWP Jobs Fairs:** Inclusive of all Anchor Priority Groups, including care-experienced individuals, carers, BME communities, residents from deprived areas, disabled people, and families at risk of child poverty. These fairs offered direct access to employers and support services.
- **Talks at Ayrshire College:** Delivered to young people aged 16–24, these sessions aimed to inspire and inform students about career opportunities and employability skills.

**Accreditations & Strategic Engagement**

- **Accredited as:**
  - Carer Positive
  - Disability Confident
  - Equally Safe at Work
  - Defence Employer Recognition Scheme
- **Local Employability Partnerships (LEPs):** A clear strategic approach is in place for LEPs, with active representation provided by our Employability Advisor

**Land and Assets**

- NHS A&A Land & Assets Scottish Government performance metrics FY 2023-2024 have previously been submitted to the Scottish Government. Updates to this were provided as part of the Annual request for information in July 2025.

| | |
|---|---|
| | • Strengthened anchor practices in new developments, including local procurement, employment, sustainability, and community engagement—despite no asset transfer requests or awards during the year. Community use of existing sites continues, notably through volunteer-led café and retail services at UHA and UHC.<br><br>**Areas of Focus**<br>• Commit to undertaking an asset review to identify opportunities for Community Wealth Building.<br>• Providing opportunities for asset transfers through estate rationalisation.<br>• Proactively support communities who wish to use or develop under-utilised asset via the publication and maintenance of NHS A&A Property Asset List and single point of contact |
| **Inclusive Ownership** | • Progressed strategic reform by submitting essential planning and impact documents to CMT and PHS.<br>• Strengthened governance and oversight through the formation of a group.<br>• Actively participate in conversations at Regional Economic Strategy Group to encourage health and care services consideration in opportunities particularly through business/economy; people/community and place/environment<br>• Enhanced alignment with Community Planning Partnerships and NHS A&A's long-term transformation goals demonstrated through Strategic Plan and local conversations. |
| **Financial Power** | • **Embedding Financial Wellbeing into Patient Care Pathways**<br>Financial Support is now represented on the Document Review Group, and agreement has been reached to include smoking status at admission to enable referrals to Quit Your Way. Discussions are progressing to integrate the Better Health Hub "prescription pad" for financial wellbeing referrals during hospital stay or discharge.<br><br>• **Strengthened Staff Support Through Training and Resources**<br>The Child Poverty & Financial Inclusion Workshop has been updated following the rebranding of North Ayrshire's financial inclusion service. It is now undergoing internal approval, with a pilot session planned. Staff benefits and discounts are actively promoted. |
| **Climate Action** | • SPT-funded workplace travel planning support launched for NHS A&A and NHS GGC, enabling data-led travel |

| | |
|---|---|
| | planning and scope three carbon emissions reporting—marking a significant step in sustainable transport and climate accountability.<br>• A programme risk register was created to identify and manage any operational risks associated with the delivery of the programme. |

Looking ahead, the current 2023–2026 Anchor/CWB Strategy is undergoing a refresh for the 2026–2029 period, ensuring continued alignment with local priorities and emerging national policy—particularly the Community Wealth Building (Scotland) Bill, which is progressing through Parliament and expected to place statutory duties on public bodies to deliver CWB action plans.

**2.3.1 Quality/patient care**

There is no direct impact on quality of care (and services) of this paper.

**2.3.2 Workforce**

Fair work is work that offers all individuals effective voice, opportunity, security, fulfilment and respect. Our CWB fair work pillar aims to improve the prospects and wellbeing of local people by making NHS A&A 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.

NHS A&A is committed to working with our staff and partners to support and provide good employability programmes including; modern apprenticeships, graduate apprenticeships and meaningful work placements.

**2.3.3 Financial**

There is no direct financial impact of this paper.

**2.3.4 Risk assessment/management**

Relevant risk and mitigation are highlighted through the report (appendix 1).

**2.3.5 Equality and diversity, including health inequalities**

Good or bad health is not simply the result of individual behaviours, genetics and medical care. It is well researched that a substantial part of the difference in health outcomes is down to the social, economic and environmental factors that shape an individual's health including housing, employment, and education.

An equality outcome has been agreed to create a more equitable and inclusive workplace that better represents the diversity of our local population. The CWB Employability action plan will seek to deliver on this outcome.

A CWB equality impact assessment is available supporting the Anchor/CWB strategy.

**2.3.6 Best Value**

This report relates to the following Best Value themes

- Vision and Leadership
- Effective Partnerships
- Governance and accountability

- Sustainability (cross-cutting)
- Equality (cross-cutting - see 2.3.5)

**2.3.7 Other impacts**

No other relevant impacts

**2.3.8 Communication, involvement, engagement and consultation**

The Board has carried out its duties to involve and engage external stakeholders where appropriate in the Anchor/CWB programme:

- An NHS Ayrshire & Arran CWB public website and internal AthenA staff page has been launched and both are currently being updated to align with the 2026 strategy timeline
- CWB staff and partner update bulletins have been developed and published;
- NHS Ayrshire & Arran works in partnership with East, North and South Ayrshire Councils through the Ayrshire Community Wealth Building Commission, taking a collective approach to inclusive economic development.
- The Board contributes to the Ayrshire Regional Economic Strategy, Local
- Employability Partnerships and Community Planning Partnerships, ensuring health and inequality considerations are embedded within economic planning.
- Partnership working includes collaboration on employability, community benefits through procurement, and place-based initiatives such as the Community Health and Economic Support (CHES) approach. These partnerships support alignment between economic development, prevention and population health outcomes.
- Looking ahead, the Board will continue to strengthen collaboration with fellow anchor institutions, third sector partners and national bodies to maximise collective impact and respond to emerging policy, including the proposed Community Wealth Building (Scotland) Bill.
- The Anchor/Community Wealth Building communications and engagement plan is being updated to accompany the strategy refresh in 2026.

**2.3.9 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.

- Anchor/ CWB Programme Board, date written as 19 November 2025
- Corporate Management Team, 28 November 2025
- Integrated Governance Committee 17 February 2026

**2.4 Recommendation**

For awareness. This paper is presented for members' information.

**3. List of appendices**

- Appendix No 1, Anchor/ CWB Year 3 Report

## Appendix 1 – Pillar Year 3 Reports

### Procurement Year 3 Report

NHS Ayrshire & Arran Procurement workstream is led by the Head of Procurement. During year three of the Anchor/CWB programme the following work has been progressed.

**Key Bullets**

- **Local Procurement Spend:** NHS Ayrshire & Arran supports local businesses and attends local events such as Meet the Buyer Ayrshire to strengthen and promote local opportunities through procurement. The Head of Procurement contributes to national efforts to shift spend towards local suppliers.
- **Social Value & Community Benefits:** NHS Ayrshire & Arran embeds social value in procurement by promoting Fair Work First and including community benefit clauses in tenders over £50,000 (goods/services) and £1M (works). In 2024–2025, the use of the Community Benefit Gateway led to the delivery of 7 bids (at 1 April 2024 - 31st March 2025).

**Key Achievements**

- **Local Business Spend (FY 2024-25)**
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**Community Benefit Applications**

- 7 community benefits delivered in FY 2024-25 (31st March 2025)

| Supplier | Beneficiary | Description of Need |
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| CCL North | Ayrshire Cancer Support | IT Equipment |
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| | | | |
|---|---|---|---|
| | Linear UK | Ayr Housing Aid | Replacement Carpets |
| | Switchshop | Centrestage | Sensory Room |
| | Switchshop | Cornercupboard | Storage Container for long life food items for Food Bank |

**Case Studies**

- Case studies from financial year 2024-2025 have been compiled and are in the process of being added to the website. Community Benefit Gateway – NHS Ayrshire & Arran
- **GAMA Healthcare** supported **Ayr Ark**s request for Christmas Hampers for struggling families for the second year in a row. Time to progress from bid request to delivery was less than one month.
- **Medica** responded to a request from **Action Against Stalking** for IT equipment. In return, the charity delivered well-received Lunch and Learn sessions for Medica staff. This case study was shared by NSS on LinkedIn and subsequently reposted by our communications team.
- 
- What's going well - NHS Ayrshire & Arran - Anchor institutions case studies - Community Wealth Building and Anchor institutions - Economy and poverty - Social and economic impacts on health - Population health - Public Health Scotland
- An entry was submitted to the **Community Wealth Building** category of the Ayrshire Chamber 2025 Awards. We were finalists for the second consecutive year, and this achievement was highlighted through social media campaigns.

**Areas of Focus for August 2024 – August 2025**

**Year 3 Progress Report Template**

| **Pillar Pledge - We commit to using our spend to support a diverse local business base** | | |
|---|---|---|
| **Objective:** Maximise economic, social and environmental benefit for the community through development of dense local supply chains comprising local SMEs, employee-owned businesses, social enterprises, cooperatives and other community owned enterprises | | |
| **Anchor Pledge** | **Current Position and Progress Year 3** | **Planned Activities Year 4** |

| | | |
|---|---|---|
| **Implementation of consistent and transparent procurement terms and conditions.** | NHS Ayrshire & Arran complies with procurement practices within the statutory guidance under the Procurement Reform (Scotland) Act 2014, demonstrating a commitment to transparency, fairness, and strategic value in public procurement. | NHS Ayrshire & Arran will continue to comply with the statutory guidance. |
| **Identification of where our procurement contracts can improve social, environmental and economic value for our local communities.** | NHS Ayrshire & Arran is committed to fully complying with the Procurement Reform (Scotland) Act 2014, particularly the Sustainable Procurement Duty (Section 9), which requires public bodies to consider how procurement can:<br>• Improve the economic, social and environmental wellbeing of the area,<br>• Reduce inequality,<br>• Facilitate the involvement of SMEs, third sector and supported businesses,<br>• Promote innovation | NHS Ayrshire & Arran will continue to comply with the statutory guidance. |
| **Making procurement opportunities accessible and attractive to local suppliers.** | NHS Ayrshire & Arran is committed to ensuring that procurement processes are inclusive, transparent, and supportive of local economic development. In line with the Procurement Reform (Scotland) Act 2014, NHS Ayrshire & Arran complies with statutory guidance that promotes the involvement of small and medium-sized enterprises (SMEs), third sector organisations, and supported businesses in public procurement. | NHS Ayrshire & Arran will continue to comply with the statutory guidance. |

| | | |
|---|---|---|
| **Local supplier engagement to raise supplier's awareness of our sustainable procurement policies and procurement opportunities.** | NHS Ayrshire & Arran supports local businesses and attends local events such as Meet the Buyer Ayrshire to strengthen and promote local opportunities through procurement. | Continue active involvement in regional supplier events such as Meet the Buyer Ayrshire, with dedicated NHS A&A sessions focused on sustainability in procurement. Launch a targeted communications campaign to promote NHS A&A's to explain procurement processes, sustainability expectations, and how to access opportunities. |
| **Maximisation of local employment in the supply chain, including capital investment through community benefit and social value clauses.** | NHS Ayrshire & Arran continues to embed community benefit and social value clauses into appropriate contracts over 50K and 1M, in line with the Procurement Reform (Scotland) Act 2014. This approach supports inclusive economic growth, local job creation, and sustainable development. | NHS Ayrshire & Arran will continue to comply with the statutory guidance. |
| **Monitoring and managing contracts to ensure they deliver the social, environmental and economic value to which suppliers have committed.** | Where contract and supplier management is carried out this includes monitoring and managing the delivery of social, environmental and economic value. | NHS Ayrshire & Arran will continue contract and supplier management processes by in relevant contracts. |
| **Collaborative working with colleagues to influence inclusion of CWB principles in NHS national and regional procurement frameworks and policies.** | NHS Ayrshire & Arran continues to actively engage with and contribute to both local and national initiatives that promote Community Wealth Building (CWB). | NHS Ayrshire & Arran will continue to attend national and regional meetings. |

**Fair Employment Year 3 Report**

Our Fair Employment (Workforce) workstream is led by our Head of Workforce Resourcing & Planning. The workstream links to our Employability and Workforce plans. In financial year 2024/2025 work has focused on employability and careers outreach**.**

**Key Bullets**

- Developed a comprehensive People Strategy which will go to CMT and Board for approval – this will help deliver on our People Plan, Recruitment Plan, Workforce Plan and Employability Plan.
- Work is underway to develop a more focused and realistic Employability Plan, with incremental delivery ambitions aligned to organisational capacity. The Head of Workforce Resourcing & Planning and Employability Advisor are reviewing approaches adopted by other NHS Boards to assess potential for replication in Ayrshire.
- Engagement has taken place with NHSScotland Academy, NES, and NHS Lanarkshire to explore successful models, particularly around unregistered clinical roles. Discovery activity is ongoing and will inform the new plan.
- An update on employability actions and progress was provided to the Staff Governance Committee on 7 May 2025.
- Continued collaboration with Local Employability Partnerships (LEPs) aims to build on the success of the placement programme and extend it into 2025/26.
- Positive engagement with Scottish Government, Public Health Scotland and LEPs.
- Employability will also be embedded within the finalised People Strategy during this period.
- Promoting flexible and distributed working practices.
- Launching Staff Health, Safety & Wellbeing Framework – aligned with People Strategy.
- Transitioning to placement provider for South Ayrshire's Project Search (programme not currently running).
- Merging Co-Design Programme with Strengthen Local Partnerships initiative under a unified pledge/objective.

**Key Achievements**

| Employability Programmes | Targeted at | Number of Participants 23/24 | Number of Participants 24/25 |
|---|---|---|---|
| **Step Into Business** | Lone parents | 3 | 0 |

| | | | |
|---|---|---|---|
| **Project Search*** | Disabled people, Young people (16–24) | 10 | 9 |
| **Sector Based Work Academy** | Generic programme (open to all) | 8 | 0 |
| **Ayrshire College Shadow Week** | Generic programme (open to all) | 3 | **0** |
| **LEP Funded Placements** | Lone Parents and long-term unemployed | 0 | **9** |
| **Total participants across employability programmes** | | **24** | **18** |

| **Apprenticeships** | **Targeted at** | **Number of Participants 23/24** | **Number of Participants 24/25** |
|---|---|---|---|
| **Dental Nurse Education (SCQF Level 7)** | Young people (16–24) | 18 | 13 |
| **Pharmacy Technician (SCQF Level 7)** | No specific target group | 3 | **13** |
| **Business Administration (SCQF Level 5)** | Young people (16–24) | 18 | **2** |
| **Total apprenticeship starts** | | **39** | **28** |

**Outreach Activities**
During Year 3, we delivered a range of targeted careers events aimed at supporting priority groups and enhancing employability pathways:

- **School Careers Events:** Focused on young people aged 16–24, these events provided tailored guidance and opportunities to explore career options and pathways.
- **DWP Jobs Fairs:** Inclusive of all Anchor Priority Groups, including care-experienced individuals, carers, BME communities, residents from deprived areas, disabled people, and families at risk of child poverty. These fairs offered direct access to employers and support services.
- **Talks at Ayrshire College:** Delivered to young people aged 16–24, these sessions aimed to inspire and inform students about career opportunities and employability skills.

**Accreditations & Strategic Engagement**

- **Accredited as:**
  - Carer Positive
  - Disability Confident
  - Equally Safe at Work
  - Defence Employer Recognition Scheme
- **Local Employability Partnerships (LEPs):** A clear strategic approach is in place for LEPs, with active representation provided by our Employability Advisor

**Case Study**

Helping to secure employment for unemployed locals – NHS Ayrshire & Arran

Viva Engage - Conversation

**Areas of Focus for August 2024 – August 2025**

**Year 3 Progress Report Template**

**Pillar Pledge - We will be a leading Fair Work employer by creating inclusive, meaningful, and sustainable employment opportunities that reflect and support our local communities. We will champion fair employment practices, invest in home-grown talent, and ensure our workforce is representative of the population we serve.**

**Objective:** *To make NHS Ayrshire & Arran the best place to work by embedding Fair Work principles into policy and practice, enabling recruitment and retention of a diverse and representative workforce. This includes delivering high-quality employability programmes such as modern and graduate apprenticeships, meaningful placements, and promoting the living wage as part of our commitment to developing local talent.* This workstream aligns with the Employability Strategy and Workforce Plan, and reports into the Workforce Planning Group.

| Anchor Pledge | Current Position and Progress Year 3 | Planned Activities Year 4 |
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| **Expand Apprenticeship Opportunities**<br>Increase the number and diversity of apprenticeship frameworks offered across the organisation. | • Collaboration with Public Health and Pharmacy to recruit 2x Business Admin Modern Apprentices (MAs).<br>• Apprenticeship volume remains low relative to organisational size.<br>• Initial steps taken to diversify frameworks, but further expansion needed. | • Significant increase in apprenticeships; requires broader stakeholder buy-in<br>• Ongoing |
| **Promote Organisational Buy-In**<br>Raise awareness with the Corporate Management Team (CMT) to secure commitment and embed apprenticeships and employability programmes into workforce planning. | • Discovery work underway to inform messaging for Corporate Management Team (CMT).<br>• People Strategy is currently being finalised and will provide another platform for awareness<br>• Employability Plan development will commence with finalisation of People Strategy and there will be cross linkage of the Workforce Plan which is deliverable in 2026. | Ongoing |
| **Maximise Employability Programme Capacity**<br>Ensure all employability programmes are fully utilised, with sufficient placements available across departments. | • Skills sector programme successful; model is being replicated for another cohort<br>• Increased interest from departments in hosting placements.<br>• | • Strong focus on employability, supported by CE<br>• Learning from Successful NHS Lanarkshire Employability Programme<br>• Expansion of employability programme building incrementally on each phase |
| **Support Sustainable Employment**<br>Increase the number of employability programme participants who transition into meaningful employment within NHS Ayrshire & Arran. | • Strong outcomes from lone parent placement programme: 6 out of 9 participants secured substantive roles.<br>• Ongoing support for participants applying for permanent roles within NHS Ayrshire & Arran. | Ongoing |

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| **Strengthen Local Partnerships**<br>Continue active engagement with Local Employability Partnerships (LEPs) to access funding and co-design impactful programmes. | • Continued engagement with Local Employability Partnerships (LEPs).<br>• Tailored approaches required due to regional variations across North, South, and East Ayrshire.<br>  • All LEPs have identified interest in pursuing HCSW employability programme and initial meeting has taken place with nursing colleagues to develop a proposal to introduce this model in Ayrshire | Positive engagement:<br>• Scottish Government, Public Health Scotland, LEPs.<br>• Ayrshire College and Practice Development.<br>• Learning from other Boards and NES sessions.<br>Ongoing |
| **Enhance Visibility of Opportunities**<br>Promote awareness of available programmes across the Board to ensure equitable access and participation. | • Continue to provide updates to Staff Governance Committee.<br>• Discovery phase outcomes to inform CMT paper and Employability Plan.<br>• Visibility improving but still variable across departments. | Ongoing |
| **Develop Early Talent Pathways**<br>Scope and implement governance for school and wider work experience opportunities to support early career engagement. | • Responsibility for school/work experience transitioned to Resourcing Team (Dec-24).<br>• Planning underway for academic year 2025/26 to strengthen governance and delivery. | Ongoing |
| **Champion Community Engagement**<br>Maintain a strong presence at school, college, DWP, and MP/MSP-led career events to inspire and inform future talent. | • Resourcing Team continues to attend career events hosted by schools, colleges, DWP, and elected officials. | Ongoing |
| **Align with National Priorities**<br>Ensure full compliance with national workforce and employability directives. | • Workforce metrics completed, including TURAS data. | Ongoing |

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| | • Fair Work accreditation flagged in Community Wealth Building (CWB) return but not yet progressed. | |
| **Have you faced any barriers, constraints or challenges associated with the fair work pledges? These may be at a local, regional or national level.** | Fair work accreditation has not progressed but has been flagged in CWB return. NHSScotland pays above the living wage. | While full Fair Work accreditation is not currently achievable, we continue to demonstrate alignment with Fair Work principles. We are a Living Wage employer, which reflects our commitment to fair pay. However, we are unable to mandate that subcontractors or suppliers also pay the Living Wage, which limits our ability to meet all accreditation criteria. |

**Land & Assets Year 3 Report**

NHS Ayrshire & Arran Land and Assets workstream is led by Assistant Director of Infrastructure & Support Services (ISS), (Programmes), Property & Capital Planning and Head of Property Services. During year three of the Anchor/CWB programme the following work has been progressed.

**Key Bullets**

- NHS Ayrshire & Arran property asset list and single point of contact in regards to property transactions and community asset transfers has been published on the NHS A&A website at: https://www.nhsaaa.net/land-and-assets/
- Since the establishment of the Community Asset Transfer framework, NHS Ayrshire & Arran has received a single expression of interest, which was subsequently withdrawn. To date, no community asset transfers have been completed.
- The Managing Access on Hospital Grounds and Estates Information note developed by the Green Exercise Partnership: NHS Health Scotland, Forestry Commission Scotland and Scottish Natural Heritage has been provided to Head of Property Services. Property Services plan to develop a paper for submission to ISS, Infrastructure Programme Board Advisory Group outlining requirements and actions to address NHS Ayrshire & Arran land: Land access rights and responsibilities and Land management responsibilities in terms of the Act in order to manage NHS A&A land in a way that respects the public's access rights.

**Key Achievements**

- NHS A&A Land & Assets Scottish Government performance metrics FY 2023-2024 have previously been submitted to the Scottish Government. Updates to this were provided as part of the Annual request for information in July 2025.
- Strengthened anchor practices in new developments, including local procurement, employment, sustainability, and community engagement—despite no asset transfer requests or awards during the year. Community use of existing sites continues, notably through volunteer-led café and retail services at UHA and UHC.

**Areas of Focus**

- Commit to undertaking an asset review to identify opportunities for Community Wealth Building.
- Providing opportunities for asset transfers through estate rationalisation.
- Proactively support communities who wish to use or develop under-utilised asset via the publication and maintenance of NHS A&A Property Asset List and single point of contact

**Case Study**

## Celebrating more than 24 years of volunteer support

The Hospital Volunteers of University Hospital Crosshouse recently held their Annual General Meeting (AGM), where they proudly presented NHS Ayrshire & Arran with a cheque for £225,000. This latest contribution brings the total raised by the volunteers since 2001 to more than £5,275,000.

Established in 2001, the Hospital Volunteers service has been a vital part of University Hospital Crosshouse for more than 24 years. The kind-hearted volunteers have consistently supported the hospital by running the shop, café, and ward trolley service.

During the AGM, Lesley Bowie, Chair of Ayrshire and Arran NHS Board, warmly welcomed the volunteers and expressed her appreciation for their continued dedication. She remarked:

“We are incredibly fortunate to have 240 dedicated volunteers who deliver the outstanding Hospital Volunteers service at University Hospital Crosshouse. Their willingness to give their time and energy makes a real difference to patients, visitors, and staff alike. Often, they are the first point of contact for people coming into the hospital, and thanks to their warmth and professionalism, that first impression is always a positive one.

“Their generosity over the years has significantly enhanced the patient experience—funding projects such as the refurbishment of relatives’ and quiet rooms, the purchase of specialist beds and mattresses, birthing beds for the labour suite, and insulin pumps for children with diabetes.

“Their compassion, commitment, and selflessness are truly inspiring. I want to extend my heartfelt thanks to each and every one of them. It is both a pleasure and a privilege to have them as part of our team.”

For those interested in becoming part of this remarkable team, volunteering opportunities are available. To learn more, email hospitalvolunteers@outlook.com.

**Green health activities available in North and South Ayrshire**

NHS Ayrshire & Arran, in partnership with The Conservation Volunteers (TCV), North Ayrshire Green Health Partnership and Green Health South Ayrshire, are offering weekly green health activities on their hospital sites in North and South Ayrshire.

Green health activity is spending time in nature and greenspaces to improve your health and wellbeing. It brings together the wellbeing of people and the environment and includes walking, cycling, gardening, practical conservation, outdoor learning and play and active travel.

A number of different walking and ‘green gym’ sessions are now available on a weekly basis at Ayrshire Central Hospital in Irvine, Ailsa Hospital and University Hospital Ayr. Green gym sessions are group based outdoor activities with a purpose such as gardening, growing, practical conservation, citizen science activities to monitor biodiversity and basic path maintenance. The walking sessions vary in distance and pace and accommodate the needs and abilities of those participating.

Lynne McNiven, NHS Ayrshire & Arran's Director of Public Health, said: "As an organisation we are committed to using our green spaces to improve health and wellbeing and increase biodiversity and sustainability. The physical and mental health benefits of getting outside in the fresh air for some gentle exercise are well known. Our weekly activities are a great way to enjoy nature and meet new people while also being active. We would love for staff, patients, visitors and members of the local community to come along as a way to improve their health and wellbeing and have fun – everyone is welcome."

Fiona McGrevey, Operations Leader for TCV, added: "We're excited to offer these wellbeing sessions as a welcoming space for everyone, and no experience is necessary. With all equipment provided, participants can enjoy activities like planting hedges and trees, improving wild flower meadows, taking relaxing nature walks, and spotting local wildlife. It's a fantastic opportunity to connect with nature, learn about the environment, and nurture your wellbeing at the same time."

To find out more and reserve a space, please email Lindsay.twilley@tcv.org.uk. You can also find out more about green health on our website: Green Health - NHS Ayrshire & Arran (nhsaaa.net).

**Land & Assets Year 3 Progress Report**

| **Pillar Pledge - We commit to the productive use of our land and assets to support communities and enterprise** | | |
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| **Objective:** Anchors are often major land holders and can support equitable land development and ownership models, including the imaginative use of assets for community and wider social and economic use. | | |
| **Anchor Pledge** | **Current Position and Progress Year 3** | **Planned Activities Year 4** |
| **Commit to undertaking an asset review to identify opportunities for** | • ISS have a commitment to create guidance / protocol in line with the land access rights and responsibilities and land management responsibilities. The protocol will continue to be developed and refined and will | • We will continue to optimise the use of our estate and identify buildings that can be released for sale or other purposes including demolition. |

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| **Community Wealth Building** | require to take cognisance of the changing NHS Board's estate. A robust governance process will require to be followed which may impact on implementation of the protocol.<br>• Desktop analysis has been initiated and because of the wider legislative references the CLO will continue to provide support and guidance when requested<br>• It had been anticipated that requests for access and use of Board land may increase as community groups and individuals become more familiar with the aspirations under the Community Wealth Building initiative. To date there have been no new requests in this regard.<br>• Optimising the flexible use of our estate to support distributed working in NHS Ayrshire & Arran enabling the right work, in the right place at the right time. In May 2024 the newly refurbished bookable space on the Ailsa site opened, these areas are known as Distributed Working Zones. Further to the The Recreation Hall being available there has been an addition East Distributed Working base created within 42-48 Lister Street on the University Hospital Crosshouse site. | • Similar to Lister Street additional distributed working office space is unlikely to release further estate for disposal or reuse due to other clinical pressures on these sites.<br>•<br>• Scope and consider other NHS Board larger sites for future distribution working zones e.g. Ayrshire Central Hospital, East Ayrshire Community Hospital.<br>•<br>• Enact capital procurement opportunities with successful local suppliers when awarding contracts to generate community wealth.<br>•<br>• Expand guidance around participation requests to make it clear how to apply and what the internal approval process is. |
| **Proactively support communities who wish to use or develop under-utilised asset via the publication and** | • The current NHS A&A Property asset list is published and available on NHS A&A CWB Land and Assets section of public website: https://www.nhsaaa.net/land-and-assets/. The contact details for the single point of contact are also noted here. | • Continue to monitor for Community Asset Transfer Requests as per the established process. |

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| **maintenance of NHS A&A Property Asset List and single point of contact** | • | |
| **Have you faced any barriers, constraints or challenges associated with the Land & Assets pledges? These may be at a local, regional or national level.** | • Regional activity (Ayrshire Land and Assets workstream meetings) has been paused pending reactivation of group. | • Re-engage with the Land and Asset Workstream Group when next reconvened. |

**Inclusive Ownership (Plural Diversity) Year 3 Report (August 2024-August 2025)**

Our Inclusive Ownership **(**Plural Diversity) work workstream is led by our Assistant Director of Comms, Engagement and Programmes. The workstream links to our delivering Caring for Ayrshire transformational work.

**Key Bullets**

- Support communication of workforce recruitment and retention opportunities.
- Submitted Informing and Engagement Plan for Caring for Ayrshire service reform to CMT.
- Submitted Equality Impact Assessment for Caring for Ayrshire service reform to CMT.
- Submitted response to Ayrshire RES questions on future requirements for skills in health and care services.
- Submitted Case Study template to Public Health Scotland (PHS) to capture impact of funding.
- Established group to oversee medium to long-term service reform aligned with Caring for Ayrshire ambitions.
- Utilising outputs from previous pathways and service-related workshops will inform our implementation plan to Delivering Caring for Ayrshire.

**Key Achievements**

- Progressed strategic reform by submitting essential planning and impact documents to CMT and PHS.
- Strengthened governance and oversight through the formation of a group.
- Actively participate in conversations at Regional Economic Strategy Group to encourage health and care services consideration in opportunities particularly through business/economy; people/community and place/environment
- Enhanced alignment with Community Planning Partnerships and NHS Ayrshire & Arran’s long-term transformation goals demonstrated through Strategic Plan and local conversations.

**Areas of Focus for August 2024 – August 2025**

**Year 3 Progress Report Template**

| **Pillar Pledge - We pledge to embed inclusive, equitable, and community-led approaches across all aspects of service reform, ensuring that the diversity of Ayrshire's communities is reflected in our planning, engagement, and decision-making processes.**<br><br>**Objective:**. To ensure that strategic planning and transformation activities actively involve and represent the voices of diverse communities, with targeted engagement and impact assessments that promote equity, reduce inequalities, and support culturally responsive service design. | | |
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| **Anchor Pledge** | **Current Position and Progress Year 3** | **Planned Activities Year 4** |
| **Inclusive Workforce:**<br>*We pledge to promote inclusive hiring and career development pathways that reflect the diversity of our communities and create equitable opportunities across NHS Ayrshire & Arran.* | See workforce pillar update | See workforce pillar update |
| **Equitable Engagement:**<br>*We pledge to design and deliver robust informing and engagement plans that reach and resonate with our diverse patient population, ensuring meaningful participation in service reform.* | Informing and engagement plan being submitted to CMT. | Refresh and scope Delivering Caring for Ayrshire programme informing and engagement plans following CEO conference in October 2025. Focus on internal staff communications in the first instance. |
| **Impact-Led Reform:**<br>*We pledge to carry out Equality and Quality Impact Assessments on all service* | EQIA submitted to CMT | Refresh EQIA to reflect progress of Delivering Caring for Ayrshire |

| **Pillar Pledge - We pledge to embed inclusive, equitable, and community-led approaches across all aspects of service reform, ensuring that the diversity of Ayrshire's communities is reflected in our planning, engagement, and decision-making processes.**<br><br>**Objective:**. To ensure that strategic planning and transformation activities actively involve and represent the voices of diverse communities, with targeted engagement and impact assessments that promote equity, reduce inequalities, and support culturally responsive service design. | | |
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| **Anchor Pledge** | **Current Position and Progress Year 3** | **Planned Activities Year 4** |
| *change proposals to ensure reforms are inclusive, equitable, and responsive to community needs.* | | |
| **Strategic Collaboration:** *We pledge to work with Strategic Planning Groups and Community Planning Partnerships to identify long-term transformation opportunities that reflect the diversity of Ayrshire's population.* | Awaiting discussion on opportunities from Strategic Planning Group members. | Focus on delivering transformational programmes in group led by CEO with key stakeholders. Extensive engagement exercises will then follow.<br><br>Transformation Group and CMT discussions. |
| **Community Partnerships:** *We pledge to collaborate with third sector interface organisations and diverse community groups to co-design and promote healthcare initiatives that are culturally relevant and accessible.* | Engagement Officer took up position on 06/01/2025 and will commence work on these actions with the support of the Engagement Manager and Digital Media Team members when opportunities have been identified. | Extensive community engagement exercises will follow when plans are further developed. |
| **Transparent Delivery:** *We pledge to ensure that progress on key deliverables, including those in the Public* | Touch point meeting organised for January 2025 to discuss progress with Public Health Scotland.<br>Case Study templated to be completed and submitted by May 2025 | Engagement with Public Health Scotland will be undertaken aligned to the funding opportunities. |

| **Pillar Pledge - We pledge to embed inclusive, equitable, and community-led approaches across all aspects of service reform, ensuring that the diversity of Ayrshire's communities is reflected in our planning, engagement, and decision-making processes.**<br><br>**Objective:**. To ensure that strategic planning and transformation activities actively involve and represent the voices of diverse communities, with targeted engagement and impact assessments that promote equity, reduce inequalities, and support culturally responsive service design. | | |
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| **Anchor Pledge** | **Current Position and Progress Year 3** | **Planned Activities Year 4** |
| *Health Scotland Delivery Agreement, is transparently reported through the CWB Programme Board and reflected in annual reporting.* | | |
| **Have you faced any barriers, constraints or challenges associated with the Plural Diversity pledges? These may be at a local, regional or national level.** | | More deliberate focus on Delivering Caring for Ayrshire within health and care services. Key will be to ensure that leaders agree priorities and commit to further development of areas. |

**Financial Powers Year 3 Report**

Our Financial Powers work workstream is led by our Assistant Director of Public Health. The workstream links to our Staff Health, Safety and Wellbeing Framework. In financial year 2024/2025 work has focused on promoting financial wellbeing information to staff**.**

**Key Bullets**

- **Refreshed Strategic Focus Following Change of Chair**

  A full redraft of the Financial Powers workplan was completed, including a review of previous priorities. The refreshed plan places stronger emphasis on promoting staff financial wellbeing, progressing endowment funding bids, delivering targeted communications, and improving engagement with non-PC user staff groups.
- **Expanded Access to Staff Discounts and Financial Support**
  A new partnership with Healthservicediscounts was launched, giving NHS staff access to exclusive deals used by over 1.8 million healthcare workers. Promotion of NHS Benefits, Blue Light Card, and Staff Benefits continues across multiple staff wellbeing platforms. A second new partnership with Blue Light Local was launched in October 2025 focussing on independent local businesses to offer discounts relevant to local areas rather than national brands.

- **Sustainable Travel and Cycle-Friendly Recognition**
  Cycle Friendly Employer status was successfully maintained across multiple hospital sites. New initiatives such as Bike Amnesty Week and the appointment of an Active Travel Intern have strengthened efforts to promote sustainable travel and financial wellbeing among staff.

**Key Achievements**

- **Embedding Financial Wellbeing into Patient Care Pathways**
  Financial Support is now represented on the Document Review Group, and agreement has been reached to include smoking status at admission to enable referrals to Quit Your Way. Discussions are progressing to integrate the Better Health Hub “prescription pad” for financial wellbeing referrals during hospital stay or discharge.

- **Strengthened Staff Support Through Training and Resources**
  The Child Poverty & Financial Inclusion Workshop has been updated following the rebranding of North Ayrshire’s financial inclusion service. It is now undergoing internal approval, with a pilot session planned. Staff benefits and discounts are actively promoted.

**Case Studies**

*"I regularly attend my local restaurant for the monthly quiz night, but I was not aware that they accepted Blue Light Card until I saw it featured in the weekly spotlight offers for staff discounts.*

*Since discovering this, I have started using my Blue Light Card every week and the savings have made a noticeable different to my bill!*

*I have found that it has been a great way to make the most of my membership and I am genuinely grateful that this local promotion was highlighted. It is also a fantastic way to support local businesses while helping staff take full advantage of the discount."*

***- Rachel Cox***

*"I discovered the Discount Dragon site through the Healthservicediscounts weekly spotlight offers. The discount site has enabled me to buy a wide range of treats for my grandchildren without stretching my budget.*

*Many of the items available are just past or approaching their Best Before End date, but they still have a good shelf life and are perfectly usable. This has not only helped me save money, but also tempted me to try new products I might not have considered if they had been at their full retail price. Knowing I'm getting great value means I am not worrying about waste if it turns out a product is not suitable to my taste or I don't like it.*

*Through Discount Dragon I've stocked up on useful cupboard items like tins and jars, as well as flavoured loaves and sweet treats. It's been a practical and enjoyable way to stretch my budget, reduce food waste, and explore new options whilst making the most of this staff discount."*

***- Anonymous***

**Areas of Focus for August 2024 – August 2025**
**Year 3 Progress Report Template**

| **Pillar Pledge - We pledge to empower our workforce and communities through financial wellbeing, pension awareness, and local economic support.** | | |
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| **Objective:** To create a financially empowered NHS Ayrshire & Arran workforce and communities by promoting financial wellbeing, increasing pension awareness, and encouraging local economic engagement by supporting staff to make informed financial decisions, plan for the future, and contribute to inclusive, sustainable local prosperity. | | |
| **Anchor Pledge** | **Current Position and Progress Year 3** | **Planned Activities Year 4** |
| **Integrate Financial Wellbeing into Patient Care**<br>• Collaborate with the Board's Integrated Patient Record Programme to explore inclusion of lifestyle and social determinants of health—such as financial wellbeing, housing, and employment—within electronic patient records.<br>• Enable referrals to the Better Health Hub via a "prescription pad" model, ensuring patients receive timely support and advice. | • In progress FS is now a member of the Document Review Group, **however the group has not met for some time and I believe has now been paused.**<br>• It has been agreed that questions around smoking status will be included at admission to allow for referral to Quit Your Way, and there has been some discussion around where the 'prescription pad' to the BHH would be best placed. This prescription pad includes referral for financial wellbeing advice. Although this would not be at admission there is potential that this could be included either during the patient's hospital stay or at discharge. | • Following a review of the workplan, a revised version has been drafted for the 2026–2029 period. Please refer to the updated Pledge and Action Plan for details on the realigned activities. |
| **Empower Staff Through Training**<br>• Review and update staff training to | • Planned roll out of the Child Poverty and Financial Inclusion Workshop in April was delayed due to a re-branding of North Ayrshire's financial inclusion (FI) service which would require | • Following a review of the workplan, a revised version has been drafted for the |

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| include current information on financial inclusion, homelessness, food insecurity, and compassionate conversations.<br>• Deliver targeted training to equip staff with the skills to understand and respond to child poverty and financial hardship, including referral pathways to appropriate services. | further update to the workshop content and accompanying FI pathways.<br>• The re-branding went live on May 1st 2025. The workshop and pathways have been updated and going through internal approval process. Once signed off a pilot session will be organised.<br>• | 2026–2029 period. Please refer to the updated Pledge and Action Plan for details on the realigned activities. |
| **Strengthen Signposting and Support**<br>• Provide clear information and referral pathways for staff to access cost-of-living support, benefits, and entitlements.<br>• Share practical resources on eating well on a budget, including recipes, written guides, and training sessions.<br>• Promote staff discounts and schemes such as Cycle to Work, supporting financial and environmental wellbeing. | • Promotion of NHS Benefits, Blue Card and Staff Benefits continues.<br>• A link with Healthservicediscounts was made in March 2025 and is now part of the regularly staff benefits promotion via Staff Wellbeing Viva Engage, Staff Wellbeing App and eNews. This platform is used by over 1.8 million NHS and healthcare workers, and it is free to join and use with access to exclusive deals and discounts.<br>• A second new partnership with Blue Light Local was launched in October 2025 focussing on independent local businesses to offer discounts relevant to local areas rather than national brands.<br>• Previous on-line food poverty sessions have been well attended, whilst the in-person sessions proved to be of little interest to staff.<br>• It has been agreed that for Poverty week next year future sessions could be delivered on-line. | • Following a review of the workplan, a revised version has been drafted for the 2026–2029 period. Please refer to the updated Pledge and Action Plan for details on the realigned activities. |

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| | • There are also plans for the further production of Cost of Living Recipe leaflets to be produced and shared with staff during 2025.<br>• Information on cycle to work schemes and discounted bus travel is regularly communicated to staff through e-news; stop-presses, app, posters, viva exchange and on information stands in the foyers of UHA and UHC.<br>• Cycle Friendly Employer (CFE) awarded to University Hospital Ayr and Ailsa, University Hospital Crosshouse and Three Towns Resource Centre. Work to maintain this award continues.<br>• Other initiatives are underway including a Bike Amnesty (Bike Amnesty week) at hospital sites with the aim of repurposing old bikes in partnership with local organisations and return bikes back to community wherever need is.<br>• An Active and Sustainable Travel Intern working with Ayrshire Roads Alliance and Bright Green Business started within the Public Health Department in Jan 25 and will be with us until July 2025. Work projects include updating information resources and promoting active travel to staff.<br>• During savings week w/c 22nd September information promoted to staff via Viva Engage and other platforms such as posters on credit union savings accounts, eating well on a budget, energy savings and active travel<br>• The BHH Supported a small number of staff members directly with financial concerns in the<br>• year from April 24-March 25. The Better Health Hub supported 3 staff members directly with enquiries related to financial worries a further staff member also was supported with housing which was related to financial concerns.<br>• Indirect support to staff throughout the year offering smoking cessation with access to free NRT and free drop in weight sessions continues. The BHH provides resources for staff within the Better Health Hub sessions and wellbeing hubs that can support with financial inclusion. Although numbers have not | |

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| | been collated this past year about referrals or information provided to staff about the benefit of accessing BHH we will start to collate this for next year. Information has been shared with a number of staff to offer support and advice but we are not told if they do access the service. We will put mechanisms in place to capture this going forward. | |
| **Support Managers to Support Staff**<br>• Offer training and resources to managers to help them support staff facing financial challenges during the cost-of-living crisis.<br>• Promote access to fair banking through credit unions, encouraging responsible saving and borrowing. | • Dates for 2025 'Your Financial Wellbeing' course have been promoted via the Staff Wellbeing Viva Engage. Places can be booked via LearnPro.<br>• A Credit Union Stop Press was published on 03 March. A poster summarising the benefits of joining the NHS Credit Union was also created. The poster and Stop Press were promoted via the Staff Wellbeing Viva Engage where staff were encouraged to print the poster for display. The poster was also sent to Clinical Support Managers and Community sites where Managers were asked to display the poster. A link to the Stop Press was also provided for staff who wished more in depth detail. | • Following a review of the workplan, a revised version has been drafted for the 2026–2029 period. Please refer to the updated Pledge and Action Plan for details on the realigned activities. |
| **Promote Financial Literacy and Planning**<br>• Ensure staff have access to up-to-date pension information and financial wellbeing courses.<br>• Signpost staff to trusted financial advice via the Better Health Hub, HR, and staffside channels. | • Any updates or changes to pension information is communicated to staff by Finance colleagues via e-news or a stop press if information is of significance<br>• The 2025 dates for 'Pre-Retirement' and 'Understanding your pension' courses have been promoted via the Staff Wellbeing Viva Engage. Places can be booked via LearnPro.<br>• Staff are also able to have a 1:1 meeting with the Pensions Administrator to provide support and advise about their own individual pension. | • Following a review of the workplan, a revised version has been drafted for the 2026–2029 period. Please refer to the updated Pledge and Action Plan for details on the realigned activities. |
| **Encourage Local Economic Engagement**<br>• Provide information to help staff make local | • Local business offering discounts or deals for NHS staff are offered the opportunity to be linked with one of the staff benefits platforms to advertise their offer. This is to ensure the | • Following a review of the workplan, a revised version has been drafted for the |

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| purchases, reinforcing the value of supporting the local economy.<br>• Ensure NHS endowment funds are invested ethically, avoiding companies whose products harm health. | organisation remains neutral and impartial to avoid the appearance of certain businesses being favoured over others.<br>• | 2026–2029 period. Please refer to the updated Pledge and Action Plan for details on the realigned activities. |
| **Innovate and Evaluate**<br>• Explore new ways to promote staff wellbeing, including financial wellbeing, through ward-based pilots tailored to staff needs—especially for lower-paid workers.<br>• Seek funding opportunities from endowments to support this work.<br>• Develop and track agreed metrics to evidence the impact of these initiatives. | • There is no capacity to roll out these sessions further.<br>• As background, this was not a pilot but a one off approach to create wellbeing sessions for this ward at the request of the Charge Nurse. Whilst it was well received, there is no capacity to roll this out as a potential trial to other areas. There would also need to be a commitment from various services to engage with it.<br>• In progress – possible options for endowment bids being explored.<br>• Work is currently underway to define and agree on meaningful metrics that reflect the outcomes and reach of this group's work. | • Following a review of the workplan, a revised version has been drafted for the 2026–2029 period. Please refer to the updated Pledge and Action Plan for details on the realigned activities. |
| **Have you faced any barriers, constraints or challenges associated with the Financial Powers pledges? These may be at a local, regional or national level.** | • Limited staff resource and capacity remains a key challenge to the implementation of Financial Powers actions. The retirement of the previous Chair of the Financial Wellbeing Group in February 2025 has resulted in a redistribution of responsibilities, with this work now added to the portfolio of the remaining Assistant Director of Public Health.<br>• While this ensures continuity, it places additional pressure on already stretched leadership capacity and risks slowing progress on planned actions. Sustained delivery of Financial Powers | |

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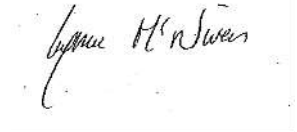
| | objectives will require dedicated resource, clear governance, and ongoing support to maintain momentum and impact.<br>• NHS staff are increasingly affected by the wider economic crisis, with financial hardship becoming a growing concern. Worsening economic conditions, driven by the lasting impact of the pandemic, global instability, and rising costs of goods and services, are intensifying pressures on household incomes. This is reflected in a marked increase in benefit claims and a surge in demand for debt advice and financial assistance across our communities. NHS Ayrshire & Arran staff are not immune to these challenges, with many facing cost-of-living pressures that impact wellbeing, morale, and retention. | • Addressing staff financial wellbeing is now a critical priority to ensure a resilient and supported workforce. |

Lynne McNiven, Director of Public Health



**Climate Year 3 Report**

Our Climate work workstream is led by our Director, Infrastructure and Support Services. The workstream links to our NHS Ayrshire & Arran Climate Change and Sustainability Strategy 2021–2032. In financial year 2024/2025 work has focused on Biodiversity and Nature, Sustainable Travel, Energy and Infrastructure and Green Health and Wellbeing.

**Key Bullets**

- **Energy Projects:** A project team has been established to develop plans for a wind turbine in Ayrshire, with a specialist contractor to be appointed. Engagement with North Ayrshire Council and National Services Scotland is supporting a solar feasibility study as part of the NAC Solar Private Wire project.
- **Sustainable Travel & Biodiversity:** Implementation of the NHS AA Sustainable Travel Action Plan is progressing, supported by SPT funding and an active travel intern. Biodiversity initiatives include the opening of Kyle Garden, wildflower and grassland planting, and preparation for a Biodiversity Action Plan with £25k funding secured.

**Key Achievements**

- **SPT-funded workplace travel planning support** launched for NHS AA and NHS GGC, enabling data-led travel planning and scope 3 carbon emissions reporting—marking a significant step in sustainable transport and climate accountability.
- A programme risk register was created to identify and manage any operational risks associated with the delivery of the programme.

**Case Study**

**Tranquil new garden at NHS Ayrshire & Arran's Kyle Chemotherapy Unit – NHS Ayrshire & Arran**

**Areas of Focus for August 2024 – August 2025**
**Year 3 Progress Report Template**

| **Pillar Pledge - We commit to becoming a net-zero carbon organisation** | | |
|---|---|---|
| **Objective:** NHS Ayrshire & Arran reaffirms its commitment to embedding sustainability across all operations, contributing to Scotland's net zero targets, and improving health outcomes through climate-resilient, low-carbon, and nature-positive healthcare delivery. | | |
| **Anchor Pledge** | **Current Position and Progress Year 3** | **Planned Activities Year 4** |
| **Alignment with other workstreams** | • Integrated sustainability into community-based strategic development partnerships (SDPs), focusing on energy, food, nature, and transport.<br>• Procurement increasingly focused on sustainability, including use of Community Benefits Clauses and Community Wealth Building principles. Supplier Corporate Social Responsibility (CSR) policies being considered. | • Maintain input into Local Development Plans and Strategic Development Partnerships focused on energy, food, nature, and transport.<br>• **A review of the Climate Change and Sustainability Strategy has been undertaken to ensure the strategy aims set out in our strategy align with national strategy and this will be ratified through the relevant governance structures.**<br>• **The workplan for the programme will be reviewed to ensure SMART targets are met.** |
| **Biodiversity & Nature** | • Biodiversity and greenspace initiatives progressed, including Kyle Garden development, wildflower and grassland management, and biodiversity audits.<br>• Tender development underway for Biodiversity audit which will inform a future Biodiversity Action Plan. This will involve engagement with NatureScot | • Develop and implement a Climate Change and Community Wealth Building communications and engagement plan.<br>• Progress biodiversity action plan following audit and feedback form nature Scot assessments. Monitor and develop Kyle Garden and other green health assets.<br>• Continue wildflower and grassland management. Support development of 30/30 biodiversity strategies with local authorities. |

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| | and relevant stakeholders for habitat and natural capital assessments.<br>• Engagement with NatureScot for UK Habitat Survey and Natural Capital Assessment of NHS estates. | • Collaborate with Energy Saving Trust. Identify and support 200+ patients with high medical equipment needs at home to improve energy efficiency. |
| **Sustainable Travel** | • Delivery of NHS AA Sustainable Travel Action Plan 2024–2027 continues, with workplace travel planning and carbon reporting embedded.<br>• Active travel infrastructure and engagement activities (e.g. Dr Bike, Cycle Friendly Employer accreditation) ongoing. | • Expand implementation of the Sustainable Travel Action Plan.<br>• Increase staff engagement through active travel campaigns and workplace travel planning.<br>• Monitor and report on scope 3 emissions from commuting and homeworking using the Nationally developed tools.<br>• Continue implementation of Sustainable Travel Action Plan. Update legacy transport and access site for active travel. Maintain cycle infrastructure and staff engagement. |
| **Energy & Infrastructure** | • Continued input into local authority low carbon planning and EV fleet decarbonisation projects.<br>• Renewable energy projects progressing, including wind turbine planning and solar feasibility studies. | • Continue electrification of NHS A&A fleet, with a focus on the light commercial vehicles and expand EV charging infrastructure. Strengthen linkages with local authority EV decarbonisation projects.<br>• Strengthen collaboration with local authorities on biodiversity strategies (30/30 goals). |
| **Green Health & Wellbeing** | • Improving the quality of our outdoor space so that patients, staff and visitors can make better use of it for exercise, recovery, rehabilitation, relaxation and recreation supports healthier lifestyles. | • Promote use of green spaces for staff and patient wellbeing.<br>• Support green gym and therapeutic gardening initiatives.<br>• Expand green health resources and engagement through digital platforms. |

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| | • Providing opportunities for physical activity for patients, staff and visitors NHS green space can contribute to improving health by reducing pain, stress, relieving depression, reducing aggressive behaviour, increasing patient satisfaction, and improved recovery rates. | |
| **Have you faced any barriers, constraints or challenges associated with the Climate pledges? These may be at a local, regional or national level.** | • Delivery of our net zero ambitions requires significant, long-term investment. Without additional funding, our ability to deliver change on the scale required will be severely curtailed. | • **Funding Development** - Continue to explore and prepare bids for funding opportunities to support climate and sustainability workstreams. |