

NHS Ayrshire & Arran



Meeting:	Ayrshire and Arran NHS Board
Meeting date:	Monday 8 June 2026
Title:	Anchor Strategic Plan 2026-2029
Responsible Director:	Kirstin Dickson, Director Transformation & Sustainability
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1. Purpose

This is presented to the Board for:

- Decision

This paper relates to:

- Government policy/directive
- Local policy

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

2. Report summary

2.1 Situation

NHS Ayrshire & Arran has developed a refreshed Anchor and Community Wealth Building (CWB) Strategy for 2026–2029, outlining how the organisation will use its role as a major local employer, purchaser and land/asset holder to improve population health, reduce inequalities and support inclusive economic growth across Ayrshire. The strategy now requires NHS Board review and approval.

2.2 Background

NHS Ayrshire & Arran is one of the region's largest anchor institutions with significant influence over employment, procurement, land, financial flows and climate impact. The strategy builds on progress made since 2023 and aligns with national Anchor

Institution priorities, Scottish Government CWB ambitions and regional partnership work with the three Ayrshire councils.

Delivery is structured around six CWB pillars: Procurement, Fair Work/Workforce, Land & Assets, Inclusive Ownership, Financial Power and Climate Action.

2.3 Assessment

The strategy sets out clear commitments and KPIs for each pillar, focusing on:

- Increasing local procurement and strengthening local supply chains.
- Expanding fair work, employability pathways and apprenticeship opportunities.
- Improving the use and transparency of NHS land and assets for community and economic benefit.
- Embedding equality, inclusive engagement and community influence in service reform.
- Enhancing staff financial wellbeing and encouraging local spend.
- Delivering climate action that reduces emissions, increases biodiversity and supports a just transition.

Governance arrangements are clearly defined, with oversight by the CWB Programme Board, CMT and Integrated Governance Committee, with annual Anchor performance reporting to the NHS Board and Scottish Government.

No significant risks have been identified beyond the need for continued staff capacity to support delivery.

2.3.1 Quality/patient care

The Anchor / Community Wealth Building Strategy supports the Board's commitment to improving quality of care and reducing health inequalities, recognising that economic, environmental and social conditions are key determinants of patient outcomes. The strategy strengthens NHS Ayrshire & Arran's role in addressing these wider determinants by improving access to fair employment, enhancing community wellbeing, and investing in sustainable environments that support good health.

Through the Inclusive Ownership pillar, the strategy promotes inclusive engagement and co-design in service transformation, ensuring that diverse patient and community voices particularly those experiencing inequality inform future models of care.

2.3.2 Workforce

The Anchor / Community Wealth Building Strategy includes a dedicated Workforce / Fair Work Pillar, which reinforces NHS Ayrshire & Arran's commitment to fair, inclusive and sustainable employment. The strategy strengthens the organisation's role as a major local employer by expanding fair work practices, improving recruitment pathways and supporting workforce wellbeing.

2.3.3 Financial

There is no direct financial resource implications associated with the approval of this strategy. Delivery will be supported through existing staffing capacity, governance

structures and programme arrangements already in place for Community Wealth Building. The strategy does not require new funding, capital investment or additional operational budgets.

2.3.4 Risk assessment/management

No significant risks have been identified beyond the need for continued staff capacity to support delivery.

2.3.5 Equality and diversity, including health inequalities

The Board continues to align its work with the Public Sector Equality Duty and Fairer Scotland Duty.

An Equality Impact Assessment (EQIA) and Relevance Assessment have been completed for this strategy and are included with this paper.

2.3.6 Best value

This paper support Best Value across the following themes.

- Vision and Leadership
- Effective Partnerships
- Governance and accountability
- Use of resources
- Performance management

The Anchor / Community Wealth Building Strategy directly supports NHS Ayrshire & Arran's wider corporate objectives by contributing to sustainability, workforce resilience, organisational transformation and long-term system change. The strategy embeds climate action across operations—including reduced emissions, active travel and biodiversity enhancement—aligning with sustainability commitments.

It strengthens workforce resilience through Fair Work, expanded employability pathways, and improved financial wellbeing for staff. Additionally, it supports organisational transformation by linking economic, environmental and population health outcomes through a coordinated, pillar-based delivery model.

2.3.7 Other impacts

The strategy aligns closely with local community planning priorities, particularly around inclusive economic growth, reducing inequalities and strengthening place-based resilience. NHS Ayrshire & Arran has developed the strategy collaboratively with East, North and South Ayrshire Councils through the Ayrshire Community Wealth Building Commission, ensuring alignment with Local Outcomes Improvement Plans and shared regional priorities.

The approach supports integrated service models especially through the Inclusive Ownership pillar which promotes co-design with Health and Social Care Partnerships, third-sector organisations and community groups to strengthen prevention, wellbeing and local economic stability.

2.3.8 Communication, involvement, engagement and consultation

Development of the Anchor / Community Wealth Building Strategy 2026–2029 was informed through a structured programme of communication, involvement and engagement across NHS Ayrshire & Arran and regional partners. Engagement activity ensured that a wide range of operational, strategic and partnership perspectives shaped the aims, commitments and delivery approach of the strategy.

Internal engagement and involvement included:

- Face-to-face development sessions with each of the six CWB Pillar Working Groups, involving cross-service representation and operational leads to co-develop actions and identify opportunities and risks.
- Review and endorsement of pillar commitments by Director-level Senior Responsible Officers (SROs) to ensure alignment with organisational priorities and statutory responsibilities.
- Governance consultation through the Community Wealth Building Programme Board, which provided strategic direction, oversight and approval of the draft strategy.
- Corporate Management Team (CMT) review and approval to confirm organisational readiness and integration into core NHS operations.

External and partnership engagement included:

- Collaboration with East, North and South Ayrshire Councils through the Ayrshire Community Wealth Building Commission.
- Contributions from the Regional Economic Strategy (RES) Delivery Group, ensuring alignment with wider Ayrshire economic development plans.
- Engagement with Local Employability Partnerships, supporting co-production of fair work and employability pathways.
- Involvement of third-sector and community organisations, particularly within the Inclusive Ownership pillar, to embed lived experience and strengthen community influence in service planning.

2.3.9 Route to the meeting

This CWB Strategy has been discussed and supported by:

- CWB Programme Board Meeting, 12 February 2026
- CMT, 25 February 2026
- Integrated Governance Committee, 21 May 2026

2.4 Recommendation

For Decision. Members are asked to approve the CWB Strategy.

3. List of appendices

The following appendices are included with this report:

- Appendix No 1, Anchor Strategic Plan 2026-2029
- Appendix No 2, Anchor Strategic Plan 2026-2029 Assessment for Relevance
- Appendix No 3, Anchor Strategic Plan 2026-2029 EQIA



**Anchor Strategic Plan
2026-2029**

NHS Ayrshire & Arran

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Introduction

NHS Ayrshire & Arran has developed this Anchor Strategic Plan to set out how the organisation will use its role as a major local employer, purchaser and asset holder to support inclusive economic growth, improve population health and reduce inequalities across Ayrshire.

As a recognised anchor institution, NHS Ayrshire & Arran has a significant and lasting presence within the region. Through decisions about employment, procurement, land, assets and investment, the Board has the ability to influence the wider social and economic factors that shape health and wellbeing.

This plan builds on the Board's existing Community Wealth Building (CWB) Strategy and reflects learning from delivery to date. It has been developed in partnership with East, North and South Ayrshire Councils through the Ayrshire Community Wealth Building Commission and the Regional Delivery Strategy Group for CWB. The plan aligns with regional and national priorities including recovery from COVID-19, tackling child poverty, addressing health inequalities and responding to the climate emergency.

The approach is structured around six interconnected Community Wealth Building pillars:

- **Spending locally** – maximising the impact of procurement to support local suppliers and job creation
- **Fair employment** – promoting good jobs, fair pay and inclusive employment opportunities
- **Land and property** – using land and assets for community and economic benefit
- **Inclusive ownership** – supporting social enterprises, cooperatives and locally rooted businesses
- **Financial power** – encouraging investment that delivers social and economic value locally
- **Climate action** – contributing to a just transition and a sustainable regional economy

Anchor Institutions and Community Wealth Building

Community Wealth Building is a place-based approach to economic development that aims to retain wealth within local communities and ensure that economic activity delivers social value. By strengthening local supply chains, creating fair employment and supporting community ownership, CWB contributes directly to poverty reduction and improved health outcomes.

Anchor institutions are large, locally rooted organisations with significant influence over employment, spending and assets. NHS Ayrshire & Arran is one of the largest NHS [Board Name] Anchor Strategic Plan [years from and to]

anchor institutions in the region and is well placed to use its scale and stability to support inclusive growth.

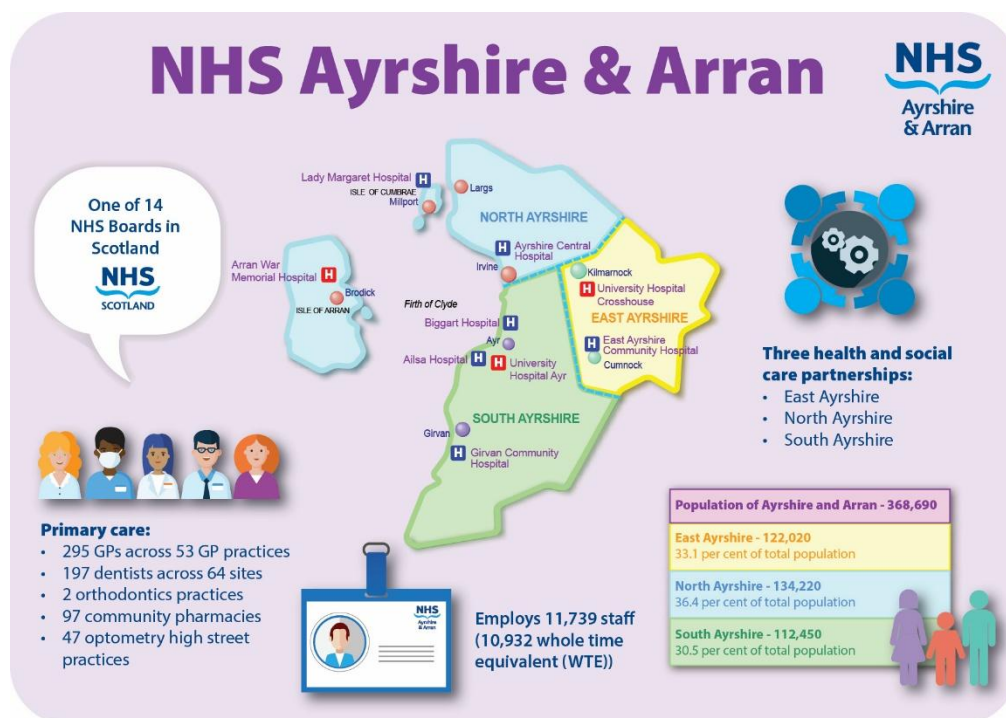
By adopting a deliberate Community Wealth Building approach, NHS Ayrshire & Arran seeks to move beyond the indirect economic impact of core service delivery and take a more purposeful role in addressing the wider determinants of health. Working collectively with other anchors across Ayrshire will enable greater alignment, shared learning and increased impact.

Context: NHS Ayrshire & Arran Territorial Board

Geography, Rurality and Remoteness

NHS Ayrshire & Arran serves a diverse population across urban centres, small towns, rural areas and island communities, including Arran and the Cumbraes. This geography creates variation in access to services, transport, housing, employment and digital connectivity, particularly for rural and island residents.

While rural areas often show better average health outcomes, evidence indicates that deprivation in rural settings can be under-represented in national measures, masking issues such as in-work poverty, fuel poverty and social isolation.



Population Size and Demographics

The Board serves a population of 368,690 people. Key demographic features include:

- An ageing population with rising levels of long-term conditions and frailty
- Significant inequalities in health outcomes and life expectancy between communities
- Higher demand for health and social care in areas of socioeconomic disadvantage

Deprivation, Poverty and Employment

Ayrshire & Arran experiences significant socioeconomic inequality. Around 14% of residents live in Scotland's 10% most deprived data zones, making it one of the most deprived health board areas in Scotland.

Employment rates are below the national average in parts of the region, with higher levels of economic inactivity and unemployment contributing to in-work poverty, child poverty and poor health outcomes. Deprivation is concentrated in specific urban areas, with pockets of hidden deprivation in rural and island communities.

Health Inequalities

Health inequalities across Ayrshire & Arran are persistent and closely linked to income, employment, housing and place. There are substantial gaps in healthy life expectancy between the most and least deprived communities, alongside higher rates of premature mortality and long-term illness.

These inequalities place ongoing pressure on health and social care services and reinforce the importance of preventative, place-based economic approaches alongside clinical care.

Workforce Profile and Anchor Role

NHS Ayrshire & Arran employs approximately 11,739 staff and is one of the region's largest employers. Like other NHS Boards, it faces challenges related to recruitment, retention, workforce ageing and service demand.

As an anchor institution, the Board's influence extends beyond healthcare delivery to its role as an employer, purchaser and landowner. Harnessing this role through Community Wealth Building provides an opportunity to support fair employment, strengthen local economies and address the root causes of inequality.

Summary

The combined impacts of geographic diversity, socioeconomic inequality, demographic change, and workforce pressures shape the operating context of NHS Ayrshire & Arran.

These factors reinforce the case for an anchor-led, community wealth building approach—one that complements clinical services by strengthening local economies, reducing poverty, and improving long-term population health outcomes.

Governance arrangements

Oversight and Accountability

Overall responsibility for delivery of the Anchor Strategic Plan sits with the Community Wealth Building Programme Board, which provides strategic direction, agrees priorities and monitors progress. The Programme Board reports to the Corporate Management Team, ensuring Community Wealth Building is embedded within organisational decision-making.

The Executive lead for Community Wealth Building and the Anchor Strategic Plan is the Director of Transformation & Sustainability, working in partnership with senior leads across procurement, estates, workforce, public health and sustainability.

Pillar-Based Delivery Structure

Delivery is organised through six pillar-based working groups aligned to the Community Wealth Building pillars. Each group is led by a senior officer and includes cross-service representation.

The pillar groups are responsible for:

- Developing and delivering agreed actions
- Identifying partnership and anchor collaboration opportunities
- Monitoring progress and reporting risks and issues

Updates are provided regularly to the Programme Board.

Reporting and Assurance

Progress is reported quarterly to the Corporate Management Team. Six-monthly updates are provided to the Integrated Governance Committee for scrutiny and assurance, with annual reporting to the NHS Board to support transparency and accountability.

Alignment with Wider Board Strategies

The Anchor Strategic Plan aligns with existing Board strategies including Procurement, Estates, Workforce, Child Poverty, Sustainability and Public Health strategies. This ensures Community Wealth Building activity is integrated into business-as-usual processes rather than operating as a standalone programme.

Partnerships and Collaboration

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. Delivery will be tailored to the differing circumstances across East, North and South Ayrshire, ensuring approaches reflect the unique demographic, economic and community priorities within each area.

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. This includes the co-design of employability activity with the East Ayrshire Local Employability Partnership and close alignment with existing council-led employability and skills programmes across the three Ayrshire areas, ensuring that NHS Ayrshire & Arran's contribution strengthens and complements local delivery.

Partnership working includes collaboration on employability, community benefits through procurement, and place-based initiatives such as the Community Health and Economic Support (CHES) approach. Closer coordination between NHS procurement plans and local business support activity may offer further potential to strengthen supplier readiness and maximise opportunities for Ayrshire-based SMEs and social enterprises. 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 Community Wealth Building (Scotland) Bill.

Community Wealth Building Pillars

The appendix sets out the pillar-specific delivery templates that support implementation of NHS Ayrshire & Arran's Anchor Institution / Community Wealth Building Strategy for 2026–2029.

Each template corresponds to one of the six Community Wealth Building pillars and provides a structured framework for translating strategic commitments into practical objectives, actions and measures. Together, they act as working documents to

support planning, delivery, performance monitoring and reporting at both pillar and organisational level.

The templates are intended to be living documents. They will be reviewed and refreshed through annual business planning and governance processes to reflect learning, emerging opportunities, partnership developments and evolving national guidance, including Scottish Government anchor institution metrics.

By setting out clear objectives, actions and measurements for each pillar, the templates help ensure that Community Wealth Building activity across NHS Ayrshire & Arran is coherent, transparent and measurable, while remaining proportionate, adaptable and aligned with wider Board priorities.

Procurement

NHS Ayrshire & Arran will continue to maximise the social and economic value of its procurement activity by increasing engagement with local suppliers, embedding community benefits and supporting fair work within supply chains.

Key Commitments 2026–2029

NHS Ayrshire & Arran recognises that its procurement activity is a significant lever for Community Wealth Building and has committed to taking a balanced, progressive approach that considers social, environmental and economic impact alongside price and quality.

Across the lifetime of this strategy, NHS Ayrshire & Arran's key procurement commitments are to:

- **Maximise local economic benefit** by increasing opportunities for local and regional suppliers where the Board is not required to use national frameworks, supporting the recirculation of wealth within Ayrshire communities.
- **Strengthen supply chain resilience** by engaging with a diverse supplier base and reducing reliance on long-distance and international supply chains where appropriate.
- **Embed social value and community benefits** within procurement activity, ensuring contracts deliver tangible social, economic and environmental outcomes for local communities.
- **Promote Fair Work first principles** through procurement processes, encouraging good employment practices, fair pay and workforce wellbeing across supply chains.
- **Improve accessibility and transparency** by proactively engaging with suppliers, improving awareness of opportunities, and supporting local businesses to participate in NHS procurement processes.
- **Monitor and report performance** to ensure accountability, continuous improvement and alignment with Community Wealth Building priorities.

These commitments align with the Board's wider Procurement Strategy and support regional and national ambitions for inclusive growth and wellbeing.

Progress to Date

NHS Ayrshire & Arran has already taken practical steps to embed Community Wealth Building principles within procurement activity, building a strong foundation for delivery during 2026–2029.

Key progress includes:

- **Active engagement with local suppliers**, including participation in regional procurement events such as *Meet the Buyer Ayrshire*, helping to raise awareness of opportunities and improve local supplier access to NHS contracts.
- **Promotion of local and regional spend**, supporting national initiatives aimed at increasing the proportion of procurement spend directed toward local and regional suppliers.
- **Systematic integration of social value**, with community benefit clauses embedded in all tenders over £50,000 for goods and services and £1 million for works.
- **Effective use of the Community Benefit Gateway**, enabling suppliers to deliver meaningful community benefits; as of 31 March 2025, seven community benefit bids had been facilitated through this route.
- **Alignment with Fair Work First**, ensuring procurement activity supports dignified work, fair pay and inclusive employment practices within supply chains.

This progress demonstrates NHS Ayrshire & Arran’s ongoing commitment to using procurement as a tool to support inclusive economic growth, reduce inequalities and strengthen local communities. The 2026–2029 period will focus on deepening impact, strengthening measurement, and embedding Community Wealth Building as a core consideration in all significant procurement decisions.

Workforce

Key Commitments 2026–2029

NHS Ayrshire & Arran recognises that good work is a key determinant of health and that, as a major employer, the organisation has a critical role to play in promoting fair, inclusive and sustainable employment.

Through the Fair Work / Workforce pillar, our key commitments for 2026–2029 are to:

- **Deliver the People Strategy and underpinning Workforce and Employability Plans**, ensuring that employment within NHS Ayrshire & Arran supports health, wellbeing and a decent standard of living.
- **Embed Fair Work principles** across the organisation, including effective voice, opportunity, security, fulfilment and respect, to make NHS Ayrshire & Arran the best place to work.
- **Promote inclusive recruitment and progression**, supporting access to good-quality jobs for people from groups most at risk of labour-market disadvantage.
- **Expand apprenticeships and employability programmes**, creating clear pathways into NHS employment that reflect local population needs and workforce demand.
- **Strengthen local partnerships**, particularly with Local Employability Partnerships (LEPs), to co-design place-based models that respond to distinct needs across North, South and East Ayrshire.
- **Support recruitment, retention and workforce sustainability**, ensuring NHS Ayrshire & Arran continues to attract and retain a workforce representative of the communities it serves.

While full Fair Work accreditation is not currently achievable, NHS Ayrshire & Arran remains firmly committed to Fair Work principles and is a Living Wage employer, demonstrating its ongoing commitment to fair pay and good employment practice.

Progress to Date

NHS Ayrshire & Arran has made early but meaningful progress in embedding Community Wealth Building principles within workforce and employability activity, establishing a strong foundation for delivery over the 2026–2029 period.

Key progress includes:

- **Expansion of apprenticeships and employability programmes**, with early pilots—including placements for lone parents—demonstrating positive outcomes and growing interest from departments across the organisation.
- **Strong strategic foundations**, with work undertaken through the discovery phase and development of the [People Strategy](#) helping to improve programme visibility, alignment and organisational buy-in.
- **Active partnership working**, particularly with Local Employability Partnerships, enabling programmes are shaped around local priorities and differing needs across Ayrshire communities.

- **Emerging sector-specific pathways**, with partners identifying Healthcare Support Worker (HCSW) roles as a priority focus, work is underway to develop targeted employability models to support this need.
- **Increasing organisational engagement**, with more services and managers expressing interest in hosting placements and supporting employability activity, strengthening internal ownership and sustainability of programmes.

This progress demonstrates NHS Ayrshire & Arran’s commitment to using its role as an anchor employer to support fair work, reduce labour-market inequalities and contribute to improved population health. The focus for 2026–2029 will be on scaling successful approaches, strengthening measurement and embedding fair employment as a core organisational priority.

Land & Assets

Key Commitments 2026–2029

NHS Ayrshire & Arran recognises that its land and property assets represent a significant opportunity to support Community Wealth Building by contributing to community wellbeing, service delivery, inclusive growth and climate action.

Through the Land & Assets pillar, our key commitments for 2026–2029 are to:

- **Manage and use land and property assets proactively and responsibly** to support the delivery of high-quality healthcare services while contributing to wider social, economic and environmental outcomes.
- **Identify opportunities within the estate to support Community Wealth Building**, including community use of under-utilised assets, community asset transfer opportunities and productive re-use of surplus property.
- **Expand appropriate community access to NHS land and buildings**, enabling local groups and organisations to use NHS space where this supports health, wellbeing and community resilience.
- **Engage communities and partners transparently** in decisions relating to land and assets, including the publication and maintenance of clear information on available assets and single points of contact.
- **Support local regeneration and economic growth**, including the use of local labour and suppliers where possible through capital investment and estate activity.
- **Align land and asset management with net zero and sustainability ambitions**, supporting biodiversity, green space, and sustainable development across the NHS estate.
- **Strengthen governance, data and decision-making**, ensuring that land and asset information is accurate, accessible and used to support coordinated, place-based planning.

These commitments support an inclusive wellbeing economy while ensuring that estate decisions remain safe, proportionate and aligned with operational requirements.

Progress to Date

NHS Ayrshire & Arran has established strong foundations for a Community Wealth Building approach to land and assets, with progress to date focused on improved transparency, engagement and alignment with wider priorities.

Key progress includes:

- **Comprehensive understanding of the operational estate**, with NHS Ayrshire & Arran managing a significant portfolio of hospitals, health centres, clinics and land across Ayrshire, providing a strong evidence base for strategic decision-making.
- **Clear articulation of the Land & Assets CWB approach**, recognising the role of land and property in supporting inclusive growth, community wellbeing and environmental sustainability alongside healthcare delivery.
- **Established processes for Community Asset Transfer and participation requests**, enabling communities to engage with the NHS where there is interest in the use or development of under-utilised assets.
- **Commitment to transparency**, including work to publish and maintain property asset information and defined points of contact to support community and partner engagement.
- **Integration with sustainability and climate objectives**, ensuring land and asset decisions contribute to net zero ambitions, biodiversity enhancement and the provision of green space with health-promoting benefits.
- **Ongoing estate rationalisation and optimisation activity**, supporting more efficient use of the estate and identifying opportunities for re-use or disposal where appropriate.

This progress provides a strong platform for the 2026–2029 period, during which NHS Ayrshire & Arran will focus on deepening community benefit, strengthening measurement and embedding Community Wealth Building principles systematically within estate planning and asset management.

Inclusive ownership

Key Commitments 2026–2029

NHS Ayrshire & Arran recognises that inclusive and plural models of ownership, influence and service design are essential to building resilient communities and reducing health inequalities. Through this pillar, the Board will support approaches that place people and communities at the centre of decision-making and service transformation.

Through the Inclusive Ownership pillar, our key commitments for 2026–2029 are to:

- **Embed inclusive engagement and participation** within service planning and transformation, ensuring that diverse voices and lived experience shape future health and care services through the *Delivering Caring for Ayrshire* programme.
- **Promote plural and diverse ownership of service influence**, working with Integration Joint Boards (IJBs), Health and Social Care Partnerships (HSCPs) and third sector organisations to co-design sustainable models of care.
- **Strengthen partnerships with the third sector and community organisations**, particularly those representing seldom-heard and marginalised groups, to support inclusive outcomes and community resilience.
- **Ensure equality, diversity and inclusion are embedded** within strategic planning, service reform and transformation governance, including the use of Equality Impact Assessments (EQIAs) and structured informing and engagement plans.
- **Support transparent and accountable decision-making**, with clear oversight and reporting of progress on inclusive ownership commitments through established Community Wealth Building and transformation governance arrangements.
- **Align service reform with wider Community Wealth Building ambitions**, recognising the role of inclusive ownership in addressing inequality, improving access to services and strengthening place-based wellbeing.

These commitments support the development of health and care services that are accessible, representative and rooted in the communities they serve.

Progress to Date

NHS Ayrshire & Arran has made measurable progress in establishing inclusive and plural approaches to service planning and ownership, particularly through the *Delivering Caring for Ayrshire* programme.

Key progress includes:

- **Development of inclusive engagement and informing approaches**, with work underway to ensure diverse community voices are embedded within the *Delivering Caring for Ayrshire* programme through structured informing and engagement planning.
- **Strengthened equality and inclusion processes**, including the refresh and use of Equality Impact Assessments aligned to service transformation proposals.

- **Established governance for strategic reform**, with a dedicated Transformation Group in place and regular, planned consideration of service transformation at Corporate Management Team meetings.
- **Active collaboration with regional and national partners**, including contributions to regional economic and skills planning and submission of case study evidence to capture the impact of transformation and funding activity.
- **Clear reporting and accountability arrangements**, with progress on inclusive ownership and transformation activity reported through Community Wealth Building and senior leadership governance structures.

This progress provides a solid foundation for 2026–2029, during which NHS Ayrshire & Arran will continue to deepen inclusive practice, strengthen community influence and embed plural ownership principles across service transformation and planning activity.

Financial power

Key Commitments 2026–2029

NHS Ayrshire & Arran recognises that its financial influence—through procurement, employment, investment and staff spending—can play a meaningful role in supporting inclusive economic growth and improving community wellbeing.

Through the Financial Power pillar, our key commitments for 2026–2029 are to:

- **Use NHS Ayrshire & Arran’s financial flows to support inclusive local economic growth**, recognising the cumulative impact of organisational spend, investment and workforce income on local communities.
- **Explore opportunities for local and ethical investment**, including through endowment and charitable funds, and encourage alignment with social value and Community Wealth Building principles.
- **Support staff financial wellbeing**, helping employees to manage cost-of-living pressures and make informed financial decisions through accessible, inclusive communication and support.
- **Encourage workforce spend in the local economy**, recognising the collective purchasing power of NHS staff and its potential to retain wealth within Ayrshire.
- **Strengthen access to fair and affordable financial products**, promoting credit unions, pensions information and ethical savings options.
- **Embed financial wellbeing into organisational culture and management practice**, equipping managers and staff to recognise and respond to financial hardship in the workplace.

These commitments support both organisational resilience and population wellbeing by reinforcing the link between financial security, employment and health outcomes.

Progress to Date

NHS Ayrshire & Arran has made tangible progress in embedding financial power considerations within its Community Wealth Building approach, with activity to date focused on ethical practice, staff wellbeing and local economic impact.

Key progress includes:

- **Launch and promotion of the “Shop Local” campaign**, encouraging staff to spend locally and supporting independent businesses across Ayrshire.
- **Implementation of an ethical investment framework** for endowment funds, prioritising responsible investment and alignment with social value principles.
- **Development of cost-of-living support pathways**, including clear signposting to financial advice, benefits support and internal resources for staff experiencing financial pressure.
- **Strengthening of credit union promotion**, increasing staff awareness of access to fair, affordable financial products.
- **Introduction of a non-pay benefits package**, enhancing staff access to discounts, wellbeing resources and financial support tools.
- **Targeted support for managers**, including training to help recognise and respond appropriately to staff financial hardship.

- **Continued delivery of pensions information and guidance**, supporting informed financial planning across the workforce.

This progress provides a robust foundation for 2026–2029, during which NHS Ayrshire & Arran will focus on deepening impact, expanding local financial influence, and strengthening measurement of financial wellbeing and community benefit outcomes.

Climate action

Key Commitments 2026–2029

NHS Ayrshire & Arran recognises that climate change presents one of the greatest long-term risks to population health, particularly for those already experiencing inequality. Protecting and improving health therefore requires decisive action to reduce environmental impact, promote sustainability and support a just transition to a low-carbon economy.

Through the Climate Action pillar, our key commitments for 2026–2029 are to:

- **Reduce the environmental impact of NHS services**, contributing to national targets to reduce emissions and achieve a net-zero health service by 2040, in line with NHS Scotland commitments.
- **Embed sustainability into everyday practice**, including procurement, estates management and workforce engagement, ensuring climate considerations are integrated into organisational decision-making.
- **Support adaptation to climate change**, strengthening organisational resilience to extreme weather and climate-related risks affecting health services and communities.
- **Enhance biodiversity and green space** across the NHS estate, recognising the role of nature-based solutions in improving mental and physical wellbeing.
- **Promote sustainable and active travel**, reducing emissions related to transport while delivering co-benefits for health and wellbeing.
- **Work collaboratively with anchor partners and local authorities**, aligning climate action with Community Wealth Building principles, local development planning and inclusive economic growth.

These commitments align NHS Ayrshire & Arran’s climate ambitions with its wider Anchor Institution responsibilities and Community Wealth Building objectives.

Progress to Date

NHS Ayrshire & Arran has made sustained progress in advancing climate action as part of its Anchor and Community Wealth Building role, building on delivery of the Climate Change and Sustainability Strategy 2021–2032.

Key progress includes:

NHS [Board Name] Anchor Strategic Plan [years from and to]

- **Active development of low-carbon energy projects**, including work on wind turbine development and solar feasibility in partnership with local authorities and national partners.
- **Ongoing delivery of the Sustainable Travel Action Plan (2024–2027)**, with increased focus on active travel, workplace travel planning and improved carbon reporting for commuting and homeworking.
- **Secured external funding**, including Scottish Government support to progress biodiversity planning and climate-related initiatives.
- **Greening of the NHS estate**, with biodiversity audits, wildflower planting, grassland pilots and the development of therapeutic green spaces such as the Kyle Chemotherapy Unit garden.
- **Electrification of the vehicle fleet**, with the pool car fleet now fully electric and further phases underway for commercial vehicles, alongside the provision of charging infrastructure.
- **Staff engagement and climate literacy activity**, including Climate Week campaigns, active travel events, and development of tailored climate training resources.
- **Anchor and partnership collaboration**, contributing to local authority climate planning, clean growth workstreams and place-based strategic development partnerships.

This progress provides a strong platform for 2026–2029. The focus for the next phase will be on deepening delivery, strengthening measurement of impact, and ensuring climate action contributes directly to improved health outcomes, reduced inequalities and a just transition for communities across Ayrshire.

Measuring our Progress

NHS Ayrshire & Arran’s Anchor/CWB Strategy progress will be measured over the lifetime of this strategy by the extent to which the commitments we have set out are achieved.

Our commitments reflect the Scottish Government Anchor ambitions and are aligned to the priority outcome within our annual delivery plan: to improve health and wellbeing for our local population and ensure this is carried out in an equitable manner. By delivering our Anchor/CWB Strategy we will contribute to the priority outcome of reduction of health inequalities.

Our Anchor/CWB commitments are clear and will be supported by Key Performance Indicators. We will develop a performance baseline and dashboard as part of annual business planning purposes and in line with the developing Scottish Government Anchor metrics to track our progress over time.

Anchor/CWB performance will be measured annually, using robust data, ensuring our Anchor Strategy remains adaptive and responsive.

We will publish an annual Anchor/CWB performance delivery report reviewing progress against our strategy and the Ayrshire anchor charter principles and will provide specific examples of our social, economic and environmental improvement.

Find out more

We ask our staff to review our Anchor/Community Wealth Building Strategy and think about how they can contribute within their own role.

We want our staff to talk about our Anchor responsibilities and Community Wealth Building (CWB). Talk to your colleagues, line manager and embed Community Wealth Building practices within your area of work. Whether it is a small or large project, it all adds up to make a difference to our local economy and environment.

Contact us

Contact aa.cwb@aapct.nhs.uk for advice and support on the NHS Ayrshire & Arran Community Wealth Building Programme.

Website & social media

Follow our [CWB website](#) & social media channels for the latest Anchor/CWB information, news and updates.

Appendices

Procurement 2026-2029 Strategy

NHS Ayrshire & Arran spends large sums of money on goods and services. We aim to take a balanced approach to procurement ensuring our procurement processes consider social, environmental and economic impacts along with price and quality improving our supply chain resilience in the face of economic variation or barriers to international and long-distance trade.

We recognise our procurement decisions can support the Ayrshire local economy where we are not constrained to utilise national procurement frameworks. Over the years recirculation of our spend in the local economy can help to retain wealth in Ayrshire communities supporting provision of local jobs, apprenticeships, providing local people with incomes and supporting community wellbeing.

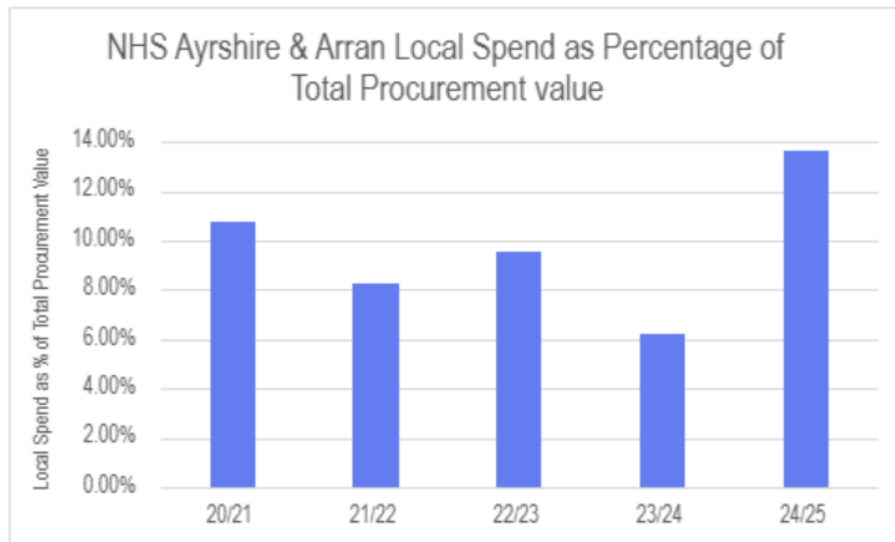


Figure 4: NHS Ayrshire & Arran local procurement spend as a percentage of total procurement value

2023-2026 Progress

Local Procurement Spend: NHS Ayrshire & Arran is committed to supporting the local economy through active engagement with local businesses and participation in regional procurement events, including “Meet the Buyer Ayrshire.” Through these efforts, the organisation seeks to enhance accessibility and promote opportunities for local suppliers. The Board actively supports national initiatives designed to increase the proportion of spend directed towards local and regional suppliers.

Social Value & Community Benefits: NHS Ayrshire & Arran embeds social value within its procurement activities by promoting Fair Work First principles and incorporating community benefit clauses in all tenders exceeding £50,000 for goods and services, and £1 million for works. As of 31 March 2025, NHS Ayrshire & Arran has facilitated the delivery of seven community benefit bids through the Community Benefit Gateway.

Procurement Pledges 2026-2029

Objectives	Actions	Measurement
What procurement objectives are you working towards for 2026–2029 to support the local economy, strengthen supply chain resilience, and maximise social, environmental, and economic benefits through your purchasing decisions?	What you plan to take to meet the objectives	how progress against those objectives will be measured.
We will actively engage with suppliers to foster collaboration, transparency, and shared values that support community wealth building.	- Establish regular supplier engagement meetings and feedback sessions.	- Number of engagement sessions held annually.
We will host and participate in procurement events that promote awareness, accessibility, and opportunities for diverse suppliers.	- Attend annual “Meet the Buyer” events and attend local business fairs. - Partner with chambers of commerce and local enterprise agencies.	- Number of events hosted/attended.

Objectives	Actions	Measurement
What procurement objectives are you working towards for 2026–2029 to support the local economy, strengthen supply chain resilience, and maximise social, environmental, and economic benefits through your purchasing decisions?	What you plan to take to meet the objectives	how progress against those objectives will be measured.
	- Support national Supplier Development workshops on how to become a supplier.	Supplier diversity metrics (e.g., SMEs, social enterprises, minority-led businesses).
We will ensure clear and timely communication of contract opportunities to local businesses and organisations, enabling fair access and participation.	<ul style="list-style-type: none"> - Advertise opportunities on public procurement portals and social media. - Provide advance notice of upcoming procurements. 	-Number of Tenders published annually
We will embed community benefit clauses in contracts to deliver tangible social, economic, and environmental outcomes for our communities.	<ul style="list-style-type: none"> - Include mandatory community benefit clauses in relevant contracts. - Monitor delivery of community benefit commitments. 	- % of contracts containing community benefit clauses.
We will promote Fair Work practices ensuring that workers are treated with dignity, respect, and equity.	-Include Fair Work First commitments in all appropriate procurement evaluations.	-Number of Tenders published annually that included Fair Work First commitments.
We will communicate our Community Wealth Building (CWB) procurement approach widely to raise awareness and encourage inclusive participation.	- Share success stories and case studies through media and events	- Number of communication and training initiatives delivered.

Objectives	Actions	Measurement
What procurement objectives are you working towards for 2026–2029 to support the local economy, strengthen supply chain resilience, and maximise social, environmental, and economic benefits through your purchasing decisions?	What you plan to take to meet the objectives	how progress against those objectives will be measured.
We will work in partnership with Disabled People's Organisations (DPOs) to ensure procurement is inclusive and accessible to all.	-Ensure supported businesses are considered for all appropriate contracts	- Value and % of spend with Supported Businesses.
We will monitor and report on our procurement performance to ensure accountability and continuous improvement in delivering community wealth building outcomes.	- Publish annual procurement performance reports.	- Publication of annual performance report.

Fair Work/Workforce 2026-2029 Strategy

Our staff are our most important asset. Over the next three years, we will deliver on the NHS Ayrshire & Arran People Strategy and develop and deliver the underpinning plans – the Workforce Plan and Employability Plan. We recognise the strong link between work and health, and we are committed to ensuring that work within NHS Ayrshire & Arran is ‘good work’—work that positively impacts on health wellbeing and provides a decent income.

The Fair Work Convention defines good work in Scotland as work that offers effective voice, opportunity, security, fulfilment, and respect. Through our Fair Work/Workforce pillar, we aim to make NHS Ayrshire & Arran the best place to work by supporting, enabling, and empowering the implementation of Fair Work practices through improved policy and practice enabling recruitment and retention of a workforce representative of the local population.

While full Fair Work accreditation is not currently achievable—primarily due to our inability to mandate Living Wage compliance among subcontractors and suppliers—we remain committed to the principles of Fair Work. We are a Living Wage employer, and we continue to strengthen our policies and practices to support fair employment, inclusive recruitment, and retention of a workforce that reflects the diversity of our local population.

This strategy will guide our efforts to improve the prospects and wellbeing of our community through meaningful employment and a supportive working environment.

2023-2026 Progress

- **Building Strong Foundations**

We’ve made early progress in expanding apprenticeships and employability programmes. Pilot initiatives—such as placements for lone parents—have shown positive results, and more departments are showing interest in getting involved and we are looking to replicate and grow this approach with subsequent cohorts.

- **Laying the Groundwork for Strategic Alignment**

Work carried out through the Discovery phase and the development of the People Strategy has helped set the stage for wider organisational support. These efforts are also helping to improve visibility of programmes and ensure alignment with national workforce priorities. We are actively engaging with colleagues in other Boards to ensure developments to our employability programmes take cognisance and build upon best practice in other areas.

- **Strengthening Partnerships and Community Engagement**

We continue to work closely with Local Employability Partnerships (LEPs) and actively participate in community events. Our

approach is tailored to reflect the different needs and priorities across North, South, and East Ayrshire. Our LEP partners have flagged to us that employability linked to Healthcare Support Worker (HCSW) roles is a priority for them and we will seek to develop and implement a model to facilitate a focus on this group.

Workforce/ Fairwork Pledges 2026-2029

Objectives	Actions	Measurement
What Fair Work objectives are you working towards to promote secure, sustainable, and inclusive employment across your organisation and within the wider community?	What you plan to take to meet the objectives	how progress against those objectives will be measured.
Expand Apprenticeship Opportunities	Collaborate with departments to diversify apprenticeship frameworks and increase volume.	<ul style="list-style-type: none"> • Number of new apprenticeship frameworks introduced. • Year-on-year increase in apprenticeship starts. • Diversity metrics of apprenticeship cohorts (e.g. age, gender, SIMD).
Promote Organisational Buy-In	Engage Corporate Management Team (CMT) through targeted messaging and integration into workforce planning. Routine reporting to Staff Governance Committee (SGC) at least annually	<ul style="list-style-type: none"> • CMT endorsement of Employability Plan. • Proposal for HCSW programme developed and endorsed • Attendance and feedback from awareness sessions. • SGC awareness of employability programmes
Maximise Employability Programme Capacity	Replicate successful models and support departments to host placements.	<ul style="list-style-type: none"> • Number of departments hosting placements. • Placement fill rate across programmes. • Feedback from host departments and participants.

Objectives	Actions	Measurement
What Fair Work objectives are you working towards to promote secure, sustainable, and inclusive employment across your organisation and within the wider community?	What you plan to take to meet the objectives	how progress against those objectives will be measured.
		<ul style="list-style-type: none"> • Incremental growth in cohorts (correlated to departments able to host)
Support Sustainable Employment	Provide tailored support to programme participants to transition into permanent roles.	<ul style="list-style-type: none"> • Percentage of participants securing employment within NHS Ayrshire & Arran. • Retention rates after 6 and 12 months. • Participant satisfaction and progression tracking.
Strengthen Local Partnerships	Co-design programmes with Local Employability Partnerships (LEPs), adapting to regional needs.	<ul style="list-style-type: none"> • Number of co-designed programmes launched. • Funding secured through LEPs. • Regional engagement metrics (North, South, East Ayrshire).
Develop Early Talent Pathways	Implement governance for school and work experience placements via Resourcing Team.	<ul style="list-style-type: none"> • Number of placements offered and completed. • Feedback from schools and participants. • Governance framework approved and operational.
Champion Community Engagement	Maintain a strong presence at school, college, DWP, and MP/MSP-led career events to inspire and inform future talent and to promote NHS careers.	<ul style="list-style-type: none"> • Number of events attended. • Engagement metrics (e.g. sign-ups, follow-ups).

Objectives	Actions	Measurement
<p>What Fair Work objectives are you working towards to promote secure, sustainable, and inclusive employment across your organisation and within the wider community?</p>	<p>What you plan to take to meet the objectives</p>	<p>how progress against those objectives will be measured.</p>
		<ul style="list-style-type: none"> • Stakeholder feedback (schools, colleges, DWP, MPs/MSPs).
<p>Ensure Metrics Return Compliance</p>	<p>Maintain full compliance with national workforce and employability reporting requirements, including TURAS and Fair Work metrics.</p>	<ul style="list-style-type: none"> • Timely and accurate submission of all required workforce metrics returns. • Evidence of Fair Work principles embedded in reporting and planning. • 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 2026-2029 Strategy

NHS Ayrshire & Arran commands a substantial amount of land and property assets. As of 31st March 2025 the operational Land and Assets for NHS Ayrshire and Arran included:

- 67 owned / leased properties and 123 Hectares (Ha) of Land

A breakdown of the operational estate by property type is noted below.

Table 1: NHS Ayrshire & Arran operational Land and Assets

Property Type	Number of Properties
Acute & Maternity Hospitals	3
Elderly & Mental Health Hospitals	4
Community Hospitals	4
Health Centres & Clinics	45
Other (Offices, Residential etc.)	11



Figure 5: NHS Ayrshire & Arran Hospital sites

The land and assets principle of Community Wealth Building looks at how the NHS can design and manage its land, buildings and assets to support delivery of healthcare services whilst promoting broader social, economic and environmental aims.

We aim to manage our land and assets in a positive and proactive way to support delivery of healthcare services whilst promoting an inclusive wellbeing economy, empowering our local communities, meeting community aspirations and contributing to climate action.

By doing so we will use our land and assets in a responsible way to benefit everyone in the local community and to support community regeneration.

Using local labour where possible on capital investment projects and encouraging contractors into the capital investment supply chain.

We will do this by:

- Proactively and positively managing of our land and assets to support current and future delivery of healthcare services.
- 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.
- Supporting net zero ambitions and sustainable development.
- Expansion of community access to NHS land and property - for example where appropriate, enabling local groups and businesses to use NHS estates.
- Effectively managing surplus land and property through productive re-use or disposal to ensure best value.
- Engaging with our local communities and involving others in our land and asset decisions.
- Continuing to maintain and update our land and asset data set and sharing where appropriate information to support transparent land and asset decision making.
- Supporting our community aspirations and local economic growth

Objectives	Actions	Measurement
What you are working towards to increase the use and/or disposal of your land and assets for the benefit of the local community	What you plan to take to meet the objectives	How progress against those objectives will be measured.
Commit to reviewing the estate to identify opportunities for Community Wealth Building.	<ul style="list-style-type: none"> • Produce a paper outlining requirements and actions to address NHS Ayrshire & Arran land: Land access rights and responsibilities and Land management responsibilities. • Providing opportunities for asset transfers through estate rationalisation • Optimising the flexible use of our estate to support distributed working. 	<p>To create documented guidance on how the NHS outdoor estate should be used by members of the public and other groups.</p> <p>To list on our website all non-operational or surplus premises.</p> <p>To rationalise our estate by reducing our office footprint.</p>
Proactively support communities who wish to use	<ul style="list-style-type: none"> • Continue to monitor for Community Asset Transfer Requests as per the established process. 	Record and monitor all such enquiries.

Objectives	Actions	Measurement
What you are working towards to increase the use and/or disposal of your land and assets for the benefit of the local community	What you plan to take to meet the objectives	How progress against those objectives will be measured.
or develop under-utilised assets.	<ul style="list-style-type: none"> • Continue to engage with groups who may have a Participation request rather than Asset Transfer Request. • To publish and maintain the NHS A&A Property Asset List including the Single Point of Contact details for enquiries. 	To report these enquiries as part of regular updates and feedback to Scottish Government by way of annual returns as required.
Supporting community aspirations with sustainable development.	<ul style="list-style-type: none"> • To identify Community activities that support Net Zero ambitions. • To identify where buildings or sites can be repurposed with community support, for alternative use rather than creating new builds. • Establish where opportunities for community involvement can support economic growth. 	<p>To monitor and engage with community/public sector initiatives supporting Net Zero ambitions.</p> <p>Included as part of New Project Requests scoring.</p> <p>Record and monitor where third sector/communities contribute to economic or commercial strategies.</p>

Service/Plural Diverse Ownership 2026-2029 Strategy

NHS Ayrshire & Arran along with the three Integration Joint Boards (IJB) of the Health and Social Care Partnerships (HSCP) in East, North and South Ayrshire, seek to deliver Caring for Ayrshire, an ambitious programme for delivery of high-quality, safe, effective and sustainable health and care services that are fit for the future. Our Delivering Caring for Ayrshire programme will develop an integrated health and care service model which will transform our services so that they are more accessible and provided as close to home as possible. This model will look at all aspects of health and care from birth, to end of life, with citizens being at the heart of the proposals ensuring our future services consider the changing population demographics – for example ageing population and increasing inequalities, particularly as a result of poverty - and the other key drivers that impact on service needs.

2023-2026 Progress

- **Inclusive Engagement & Planning**

- Create robust Informing and Engagement Plan to ensure diverse community voices are embedded in Delivering Caring for Ayrshire programme.
- Refresh EQIA following proposals agreed by senior leaders aligned to Delivering Caring for Ayrshire programme.
- Delivered a formal response to the Ayrshire RES questions on future requirements for skills in health and care services.

- **Strategic Reform & Governance**

- A transformation Group has been established. CMT will dedicate one of the monthly CMT meetings to Delivering Caring for Ayrshire programme discussions.
- Create a space to oversee and direct the strategic planning process for NHS Ayrshire & Arran to deliver Caring for Ayrshire through the Transformation Group and dedicated CMT meetings. This will include identifying medium to long-term service reform and transformation opportunities.
- Utilising outputs from previous pathways and service-related workshops will inform our implementation plan aligned to our Delivering Caring for Ayrshire programme.

- Submitted a Case Study Template to Public Health Scotland (PHS) to capture the impact of funding and transformation efforts.
- **Transparency & Accountability**
 - Ensured progress on key deliverables within the Public Health Scotland Delivery Agreement (MOU) is reported to the CWB Programme Board.
 - Progress on Delivering Caring for Ayrshire will be discussed at Transformation Group and designated CMT meetings.

Service/ Plural Diverse Ownership Pledges 2026-2029

Objectives	Actions	Measurement
What Service/ Plural Diverse Ownership objectives are you working towards to promote secure, sustainable, and inclusive employment across your organisation and within the wider community?	What you plan to take to meet the objectives	how progress against those objectives will be measured.
Promote inclusive hiring and career development across NHS Ayrshire & Arran.	<ul style="list-style-type: none"> ● Review and enhance recruitment practices to remove barriers for underrepresented groups. ● Develop career pathways and mentorship programmes for diverse staff. 	<ul style="list-style-type: none"> ● Workforce diversity metrics. ● Uptake of career development programmes by protected characteristic. ● Annual staff survey results.
Ensure informing and engagement plans reflect the diversity of Ayrshire’s population.	<ul style="list-style-type: none"> ● Scope and implement a robust informing and engagement plan. ● Co-design engagement activities with community representatives. 	<ul style="list-style-type: none"> ● EQIA completed but will be reviewed following focus on Delivering Caring for Ayrshire programmes. ● Engagement reach and participation rates by demographic on communications and events.

Objectives	Actions	Measurement
What Service/ Plural Diverse Ownership objectives are you working towards to promote secure, sustainable, and inclusive employment across your organisation and within the wider community?	What you plan to take to meet the objectives	how progress against those objectives will be measured.
		<ul style="list-style-type: none"> • Feedback from community partners.
Identify and act on long-term service reform opportunities through strategic planning.	<ul style="list-style-type: none"> • Establish and support the Transformation Group and designated CMT discussions. • Align reform opportunities with Delivering Caring for Ayrshire ambitions and CPP priorities. 	<ul style="list-style-type: none"> • Delivering Caring for Ayrshire group outputs. • Inclusion of diversity considerations in transformational proposals. • Annual review of transformation programmes progress.
Strengthen partnerships with third sector organisations representing diverse communities.	<ul style="list-style-type: none"> • Map third sector organisations across Ayrshire. • Develop formal engagement channels and shared initiatives. 	<ul style="list-style-type: none"> • Number of active partnerships. • Joint initiatives explored • Joint initiatives implemented • Community feedback and impact reports.
Promote healthcare initiatives through diverse community organisations and HSCP/Acute services.	<ul style="list-style-type: none"> • Consider engagement opportunities from previous pathways and service-related workshops to promote through Delivering Caring for Ayrshire programme. • Consider opportunities to co-deliver health promotion 	<ul style="list-style-type: none"> • Digital Media reach and engagement metrics aligned to Delivering Caring for Ayrshire messaging. • Viva Engage interaction and uptake on Delivering Caring for Ayrshire platform. • Number of community and staff events organised and attendance levels.

Objectives	Actions	Measurement
<p>What Service/ Plural Diverse Ownership objectives are you working towards to promote secure, sustainable, and inclusive employment across your organisation and within the wider community?</p>	<p>What you plan to take to meet the objectives</p>	<p>how progress against those objectives will be measured.</p>
	<p>campaigns with community groups.</p> <ul style="list-style-type: none"> • Work with HSCP Engagement Officers to promote Delivering Caring for Ayrshire proposals in communities. 	
<p>Ensure transparent reporting of progress on diversity-related deliverables.</p>	<ul style="list-style-type: none"> • Report progress to CWB Programme Board. • Include outcomes in CWB and NHS A&A Annual Reports. 	<ul style="list-style-type: none"> • Inclusion of diversity outcomes in annual reports. • Progress against PHS Delivery Agreement. • Stakeholder feedback on transparency.

Financial Powers 2026-2029 Strategy

The financial Powers Pillar is led by our Assistant Director of Public Health. This Pillar aims to ensure that NHS Ayrshire & Arran's investment and spending power actively supports inclusive economic growth, enabling local people, communities, and businesses to thrive.

We will harness the full potential of NHS Ayrshire & Arran's financial flows through procurement, employment, and investment to build a fairer, more resilient local economy.

Strategic Objectives

1. **Local Investment Leadership**

We will explore and expand opportunities for NHS Ayrshire & Arran to invest in the local economy and encourage other anchor institutions to do the same.

2. **Empowered Workforce Spending**

We will encourage our employees to spend their wages locally, recognising the collective power of our workforce to support community wealth.

3. **Promoting Staff Financial Wellbeing Through Inclusive Communication and Engagement**

To enhance staff financial resilience and wellbeing by delivering clear, accessible, and inclusive communications that promote financial wellbeing resources, pension information, and cost-of-living support. This will be achieved through targeted engagement, effective signposting, and tailored outreach—particularly to non-PC user staff groups—ensuring all staff can access the advice, tools, and support they need to make informed financial decisions.

2023-2026 Progress

• **Shop Local Campaign Launch**

Successfully launched and promoted the “Shop Local” initiative across NHS sites, with strong staff engagement and positive feedback from local businesses.

• **Ethical Investment Framework Established**

Developed and implemented an ethical investment policy for endowment funds, prioritising local and socially responsible investment opportunities.

- **Cost-of-Living Support Infrastructure**
Introduced clear referral pathways and signposting for staff to access cost-of-living support, benefits, and financial advice.
- **Manager Training Rollout**
Delivered targeted training to line managers to support staff experiencing financial hardship, enhancing workplace wellbeing and resilience.
- **Non-Pay Benefits Package Introduced**
Designed and launched an exemplar non-pay benefits package, improving staff access to discounts, wellbeing resources, and financial support tools.
- **Credit Union Partnership Strengthened**
Promoted credit union membership and services to staff, increasing uptake and improving access to fair financial products.
- **Pensions Guidance Service Enhanced**
Continued delivery of staff-led pensions information and guidance, ensuring compliance and supporting informed retirement planning.
- **Financial Wellbeing Support Embedded**
Embedded access to financial advice and support across NHS Ayrshire & Arran, with increased staff awareness and utilisation of available resources.

Financial Powers Pledges 2026-2029

Objectives	Actions	Measurement
What Financial Powers objectives are you working towards to promote secure, sustainable, and inclusive employment across your organisation and within the wider community?	What you plan to take to meet the objectives	how progress against those objectives will be measured.
Support staff financial wellbeing and reduce cost-of-living pressures	<ul style="list-style-type: none"> • Create and promote intranet hub and public website landing page. 	<ul style="list-style-type: none"> • Website/intranet traffic and article engagement. • Volume of materials distributed.

Objectives	Actions	Measurement
<p>What Financial Powers objectives are you working towards to promote secure, sustainable, and inclusive employment across your organisation and within the wider community?</p>	<p>What you plan to take to meet the objectives</p>	<p>how progress against those objectives will be measured.</p>
	<ul style="list-style-type: none"> • Release Stop Press articles on key topics. • Distribute Home Energy Scotland materials. • Update NHS Wellbeing App. • Promote NHS staff discounts and Blue Light Card. • Promote credit unions and workplace pensions. • Scope opportunities for financial support (e.g. meal vouchers, printed materials for non-PC staff). 	<ul style="list-style-type: none"> • App usage metrics. • Staff feedback on usefulness. • Blue Light Card registrations.
<p>Equip managers and staff to support each other effectively.</p>	<ul style="list-style-type: none"> • Deliver Cost of Living awareness sessions (including staff inductions). • Provide poverty training for CYP services. • Train and support managers. 	<ul style="list-style-type: none"> • Attendance and feedback from sessions. • Number of managers trained.

Objectives	Actions	Measurement
What Financial Powers objectives are you working towards to promote secure, sustainable, and inclusive employment across your organisation and within the wider community?	What you plan to take to meet the objectives	how progress against those objectives will be measured.
Encourage staff to support local businesses and community initiatives.	<ul style="list-style-type: none"> • Promote Shop Local campaign via articles and events. • Explore Shop Local gift cards through finance and Community Benefit Gateway. • Promotion of new Blue Light Local discount platform which focuses on independent local businesses i.e. local cafés, salons, shops, or gyms to offer discounts relevant to local areas instead of national brands. Staff are able to suggest or refer a local business. (Launched October 2025) 	<ul style="list-style-type: none"> • Article engagement. • Event attendance. • Blue Light Local registrations and number of local businesses signed up to the portal.
Ensure NHS funds are invested ethically and support staff financially.	<ul style="list-style-type: none"> • Promote ethical investment of endowment funds. • Document bids and agree investment principles. 	<ul style="list-style-type: none"> • Documented bids. • Agreement on principles.

Climate 2026-2029 Strategy

People's health and the environment are inextricably linked. Protecting and improving health are at the core of NHS Ayrshire & Arran's commitments, especially where they disproportionately affect our most vulnerable patients and residents.

We therefore take sustainability and our impact on the environment seriously. The NHS is responsible for around 4 percent of the nation's carbon emissions, we must be a part of the solution in tackling climate change by reducing emissions by 80 percent by 2028-2032 and achieving a net-zero health service by 2040. NHS Ayrshire & Arran has already implemented a number of initiatives to reduce our carbon footprint and we intend to build on this work.

The NHS Ayrshire & Arran Climate Change and Sustainability Strategy 2021 - 2032 along with our commitment to our Anchor responsibilities and use of CWB commits Ayrshire and NHS Ayrshire & Arran to a more sustainable future by supporting the transition to a low-carbon economy and meeting our net zero commitments.

NHS Ayrshire & Arran is committed to working with local anchor partners to tackle climate change through shared policy and local emission plans tracking progress and evaluating practice together with other anchor organisations.

Our Anchor/CWB climate change actions aim to support us to:

- Reduce the impact of our health services on the environment and reduce our greenhouse gas emissions.
- Adapt the organisation to the effects of climate change.
- Integrate sustainability into the organisation's everyday actions.
- Increase our contribution to Green Space and improve biodiversity in our estate.
- Establish sustainable models to provide care in the community.

We will do this by:

- Implementing our Climate Change and Sustainability Strategy 2021 - 2032 instigating sustainable practices, building sustainability into procurement processes and promoting environmental awareness with staff and partners.

Anchor/CWB Climate Change commitments are a subset of this strategy:

- NHS A&A and staff Climate Change Communications and Engagement
- Active travel.
- Electrification of NHS Fleet & Provision of charging infrastructure which can be used by members of the public.
- Greening the Estate and providing opportunities to utilise our green spaces to improve Health.

- Assessment and improvement to NHS Ayrshire & Arran land and biodiversity.
- Supporting local authorities in developing their Local Development Plans through place-based partnership working.
- Ayrshire - Local Heat and Energy Efficiency.
- Participating in Ayrshire Clean Green Growth workstream.
- Providing Energy efficiency advice in the home for patients with high levels of medical equipment in the home.

2023-2026 Progress

Local Heat and Energy Efficiency Projects

- **Ayrshire Wind Turbine:** A dedicated project team has been established to develop plans for a wind turbine installation. Due to the specialist nature of the equipment, a contractor will be appointed to lead the technical development.
- **North Ayrshire Council Solar Array – Private Wire:** Engagement meeting held on 26 June 2025 with NAC and National Services Scotland to review project status and explore opportunities. Support is being provided to develop a solar feasibility study as part of the Board's due diligence process.

Active Travel and Sustainable Transport (ATST)

- **Sustainable Travel Action Plan (2024–2027):** Implementation continues, with key focus areas including workplace travel planning to support sustainable travel and carbon reporting.
- **Funding Secured:** SPT People and Places funding will support Travelknowhow Scotland and CalCommute in delivering data-led travel planning for NHS AA and NHS GGC. This includes scope 3 emissions reporting for commuting and homeworking.
- **Internship Support:** NHS Active and Sustainable Travel Intern (funded by Ayrshire Roads Alliance) remains in post, delivering staff engagement activities and updating travel resources.
- **Events and Engagement:**
 - Dr Bike and bike amnesty events held across NHS sites (April–June 2025).
 - Cycle storage usage monitored; Cycle to Work Scheme applications ongoing.

- Cycle Friendly Employer accreditation being progressed across NHS sites.
- Viva Engage AA user group for walking, wheeling, and cycling now has 76 staff members.

Biodiversity and Greenspace

- **Kyle Chemotherapy Unit Garden:** Officially opened on 4 July 2025; ongoing support from the Community Justice Team.
- **Wildflower Planting:** Completed with seeds planted in 10 designated flower bed areas.
- **Biodiversity Audit:** Incorporated into a larger funding bid and will be carried out within this financial year; action closed.
- **Grassland Pilot:** Yellow rattle seeds planted at ACH; 9 fruit trees arranged for planting.
- **Health Walks and Green Gym:** Health walks at Ailsa Hospital concluded due to low uptake; Green Gym volunteer numbers increasing. Closed group sessions planned with Youth Mental Health Group.
- **Storm Damage Remediation:** Overspend approved due to tree damage. Medium and low priority actions underway; budget nearly fully allocated.
- **Climate Literacy Training:** Development underway for online LearnPro training tailored to local authority and healthcare staff. Led by Public Health in collaboration with Energy Agency and NAC colleagues.
- **Funding Secured:** £25,000 received from Scottish Government to support development of a Biodiversity Action Plan.

Integration of Community Wealth Building (CWB) and Local Economic Growth

- **Policy Integration:** Continued input into local authority low carbon planning and community-based Strategic Development Partnerships (SDPs), with a focus on sustainability themes including energy, food, nature, and transport.
- **EV Fleet Decarbonisation:** Ongoing work to support electric vehicle fleet decarbonisation projects. pool car fleet now fully electric and next phase is the changeover of small to medium commercial vehicles.
- **Biodiversity Planning:** Continued engagement with local authority biodiversity planning, contributing to the development of 30/30 strategies.

- **Sustainable Travel:** Ongoing delivery of the NHS Ayrshire & Arran Sustainable Travel Action Plan (2024–2027), aligning with broader CWB goals.
- **Biodiversity Action Plan:**
 - Tender development underway.
 - NatureScot to commission UK Habitat Survey and Natural Capital Assessment of NHS estates. Engagement with relevant stakeholders is planned to ensure alignment with biodiversity action planning.
- **Grassland and Wildflower Management:** Continued review and development of site-specific management practices.
- **Funding Development:** Meetings arranged to explore funding opportunities and prepare bids to support CWB-aligned initiatives.
- **Kyle Garden:** Ongoing monitoring and development of the Kyle Chemotherapy Unit garden as a community greenspace asset.

Climate Pledges 2026-2029

Objectives	Actions	Measurement
<p>What Climate objectives are you working towards to promote secure, sustainable, and inclusive employment across your organisation and within the wider community?</p>	<p>What you plan to take to meet the objectives</p>	<p>how progress against those objectives will be measured.</p>
<p>Embed sustainability in local economic development</p>	<ul style="list-style-type: none"> • Maintain input into Local Development Plans and SDPs (energy, food, nature, transport) • Apply Community Wealth Building principles in procurement where possible 	<ul style="list-style-type: none"> • Number of SDPs with NHS AA involvement • % of contracts with Community Benefit Clauses • Supplier CSR compliance rate

Objectives	Actions	Measurement
What Climate objectives are you working towards to promote secure, sustainable, and inclusive employment across your organisation and within the wider community?	What you plan to take to meet the objectives	how progress against those objectives will be measured.
	<ul style="list-style-type: none"> • Promote supplier Corporate Social Responsibility policies 	
Enhance biodiversity and greenspace across NHS estate	<ul style="list-style-type: none"> • Finalise and implement Biodiversity Action Plan • Collaborate with NatureScot for UK Habitat Survey and Natural Capital Assessment • Continue wildflower and grassland management • Support 30/30 biodiversity strategies with LAs 	<ul style="list-style-type: none"> • Completion of Biodiversity Action Plan • Number of biodiversity sites improved • Area of greenspace managed for biodiversity • Stakeholder engagement metrics
Promote sustainable travel and reduce transport emissions	<ul style="list-style-type: none"> • Expand NHS AA Sustainable Travel Action Plan • Increase staff engagement in active travel • Work with SG and other agencies to identify how best to monitor scope 3 emissions from commuting/homeworking • Maintain cycle infrastructure and Cycle Friendly Employer accreditation 	<ul style="list-style-type: none"> • % modal shift to active travel • Staff participation in travel campaigns • Number of accredited sites

Objectives	Actions	Measurement
What Climate objectives are you working towards to promote secure, sustainable, and inclusive employment across your organisation and within the wider community?	What you plan to take to meet the objectives	how progress against those objectives will be measured.
Support green health and wellbeing	<ul style="list-style-type: none"> • Promote use of NHS greenspaces for recovery and wellbeing • Support green gym and therapeutic gardening • 	<ul style="list-style-type: none"> • Staff/patient feedback on greenspace use • Participation in green health activities •
Advance energy efficiency and low carbon infrastructure	<ul style="list-style-type: none"> • Continue EV fleet electrification and expand charging infrastructure • Progress wind turbine and solar feasibility projects • 	<ul style="list-style-type: none"> • % of fleet electrified • Progress on the renewable energy capacity development can be demonstrated •
Build climate literacy and capacity	<ul style="list-style-type: none"> • Support initiatives to promote understanding of climate training such as climate week, minimising waste, using better waste streams • Align training with local authority and healthcare needs 	<ul style="list-style-type: none"> • Number of daily digest/ viva engage and type of circulations • Increasing reach of travel know how viva engage participants • Any specific staff training • Feedback and impact assessments
Secure funding for climate action	<ul style="list-style-type: none"> • Identify and prepare bids for sustainability and climate-related funding which can be delivered 	<ul style="list-style-type: none"> • Number of successful funding bids • Total funding secured • Projects delivered through external funding

Objectives	Actions	Measurement
<p>What Climate objectives are you working towards to promote secure, sustainable, and inclusive employment across your organisation and within the wider community?</p>	<p>What you plan to take to meet the objectives</p>	<p>how progress against those objectives will be measured.</p>
	<p>within the funding timescale window</p> <ul style="list-style-type: none"> • Collaborate with partners to maximise investment opportunities 	

Assessment for Relevance Form

This is a legal document stating you have fully considered the impact on the protected characteristics and is open to scrutiny by service users/external partners/Equality and Human Rights Commission

What is being assessed:	<p>NHS Ayrshire & Arran Anchor/Community Wealth Building Strategy</p> <p>The NHS Ayrshire & Arran Anchor/CWB strategy aims to positively impact health, social, economic and environmental outcomes in Ayrshire & Arran. To achieve we encourage our diverse communities to work with us or our partners, via the Anchor/ Community Wealth Building (CWB) Programme.</p> <p>The specific NHS Ayrshire & Arran Anchor/CWB pillar work plans may require to prepare a full EQIA assessment this will be considered on an individual basis.</p>
Named Officer / Directorate:	Kirstin Dickson, Director of Transformation & Sustainability
Date of Assessment	12/02/2026, Michelle Connelly, Senior Programme Manager Community Wealth Building
Approved	
Review Date	12/02/2026

Protected Characteristics	Impact Rating Positive, Adverse or Neutral Impact	Rationale (provide evidence for your rating)
<p>Socio-economic factors such as poverty, unemployment, discrimination, poor working conditions and a lack of education can all affect an individual's ability to access services. This can also be further broken down depending on protected characteristics (listed below).</p>		
Age <ul style="list-style-type: none"> • Children and young people • Adults • Older People 	Positive	<p>The NHS Ayrshire & Arran Anchor/CWB strategy mission is 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.</p> <p>Consideration of targeted pieces of work, and review of our recruitment practices, to diversify our workforce are key to meet this aim. We will allow ensure our current workforce are supported to remain in work.</p> <p>Through the aforementioned areas of work, the strategy aims to positively</p>
Disability (incl. physical/ sensory problems, learning difficulties, communication needs; cognitive impairment, mental health)	Positive	
Gender Reassignment (trans)	Positive	
Marriage and Civil Partnership	Positive	
Pregnancy and Maternity	Positive	
Race / Ethnicity	Positive	
Religion / Faith	Positive	
Sex (male/female/non binary)	Positive	
Sexual orientation	Positive	

		<p>impact on all the protected characteristics in the following ways:</p> <ul style="list-style-type: none">• The NHS Ayrshire & Arran Anchor/CWB Strategy aims to work with other local anchor partners to improve outcomes for local people by mitigating inequalities that cause poor health for many in our society. The strategy has a goal of reducing poverty and all sources of inequality. <p>Under our Fair Work/Workforce pillar:</p> <ul style="list-style-type: none">• NHS Ayrshire & Arran aims to be 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.• We will promote NHS Ayrshire & Arran employment opportunities seeking to bring local people particularly those furthest from the labour market and most likely living in poverty into good work. <p>Under our Fair Work and Procurement pillars:</p> <p>We are a Real Living wage employer We also encourage our contractors where possible towards paying their staff the real Living Wage. We are not seeking accreditation at this time. Under our Procurement pillar we recognise our procurement decisions can support the Ayrshire local economy. This helps to retain wealth in communities within Ayrshire & Arran supporting provision of local jobs, providing local people with incomes and thus supporting community wellbeing for all. We aim to:</p> <ul style="list-style-type: none">• take a balanced approach to procurement ensuring our procurement processes consider social, environmental and economic impacts along with price and quality.• Prioritising purchasing from local suppliers and from small and medium sized enterprises (SMEs) where possible maximising local employment in the supply chain and helping local NHS suppliers to
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		<p>survive, grow, employ more staff and pay better wages.</p> <p>Under our Land and Assets pillar we will manage our land and assets in a positive and proactive way to support delivery of healthcare services whilst promoting an inclusive wellbeing economy, empowering our local communities, meeting community aspirations and contributing to climate action. By doing so we will use our land and assets in a responsible way to benefit everyone in the local community and to support community regeneration.</p> <p>Under our Climate Change pillar we aim to reduce the impact of NHS A&A health services on the environment and to reduce our greenhouse gas emissions improving the health of all local population and the local environment.</p> <p>Our Financial Powers pillar aims to ensure that NHS Ayrshire & Arran flows of investment and spending works for all local people, communities and businesses helping to grow the local economy.</p> <p>Under our Service/Plural Diverse Ownership Pillar:</p> <ul style="list-style-type: none"> • NHS Ayrshire & Arran seeks to deliver the Caring for Ayrshire programme developing an integrated health and care service model, transforming NHS Ayrshire & Arran services so that they are more accessible to all and provided as close to home as possible.
Staff	Positive	<p>In addition to the above through the Anchor/CWB strategy the Fair Work/Workforce pillar will:</p> <ul style="list-style-type: none"> • Improve NHS Ayrshire & Arran recruitment and retention of staff diversifying the workforce ensuring it is representative of the local population. • Improve NHS Ayrshire & Arran staff training and progression pathways – providing equitable career opportunities to all staff.

		<ul style="list-style-type: none"> • Improve staff health, safety and wellbeing - ensuring safety of our staff and their physical and mental wellbeing is a priority.
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If you have answered adverse impact to any of the groups, a full equality impact assessment should be carried out (see flowchart).

If the policy involves a strategic decision, will it impact on socio-economic disadvantage?	Rationale (provide evidence for your rating)
People living on a low income compared to most others in Scotland	<p>Positive impact</p> <p>Implementation of the NHS A&A Anchor/CWB strategy aims to support creation of a fair local wellbeing economy enhancing local wealth, reducing poverty and inequality through the NHS 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.</p> <p>In particular our Fair Work/Workforce and Procurement pillars aim to support local employment and payment of the Real Living wage. Such activities should reduce the number of people living in our local communities on a low income and will support local people to be more financially secure enabling them to pay bills such as rent, food, energy, government taxes etc.</p>
People living in deprived areas	
People living in deprived communities of interest	

If the policy involves a strategic decision you should carry out a [Fairer Scotland Duty Assessment](#).

EQUALITY IMPACT ASSESSMENT

This is a legal document stating you have fully considered the impact on the protected characteristics and is open to scrutiny by service users/external partners/Equality and Human Rights Commission

If you require advice on the completion of this EQIA, contact elaine.savory@aapct.scot.nhs.uk

'Policy' is used as a generic term covering policies, strategies, functions, service changes, guidance documents, other

Name of Policy	NHS Ayrshire & Arran Anchor/Community Wealth Building Strategy		
Names and role of Review Team:	Kirstin Dickson, Director Transformation & Sustainability Elaine McClure, Assistant Director PMO Michelle Connelly, Senior Programme Manager, PMO	Date(s) of assessment:	12/02/2026
SECTION ONE AIMS OF THE POLICY			
1.1. Is this a new or existing Policy : New			
Please state which: Policy <input type="checkbox"/> Strategy <input checked="" type="checkbox"/> Function <input type="checkbox"/> Service Change <input type="checkbox"/> Guidance <input type="checkbox"/> Other <input type="checkbox"/>			
1.2 What is the scope of this EQIA?			
NHS A&A wide <input checked="" type="checkbox"/> Service specific <input type="checkbox"/> Discipline specific <input type="checkbox"/> Other (please detail) <hr style="width: 20%; margin-left: auto; margin-right: 0;"/>			
1.3a. What is the aim?			

The overarching aim of the Anchor Strategic Plan is to use NHS Ayrshire & Arran's role as a major employer, purchaser, and land/asset holder to support inclusive economic growth, improve population health, and reduce inequalities across Ayrshire. The strategy aims to tackle the wider determinants of health by embedding Community Wealth Building (CWB) into NHS decision-making and operations.

1.3b. What is the objectives?

The strategy is structured around six Community Wealth Building pillars, each with clear objectives embedded throughout the document.

2.1 Spending Locally / Procurement

- Maximise local economic benefit and supplier diversity
- Strengthen supply chain resilience
- Embed community benefits and Fair Work First
- Improve accessibility and transparency of procurement processes

2.2 Fair Employment / Workforce

- Deliver the People Strategy and strengthen inclusive employment pathways
- Embed Fair Work principles
- Promote inclusive recruitment and progression
- Expand apprenticeships and employability programmes, targeting disadvantaged groups

2.3 Land & Assets

- Use land and property assets to support community wellbeing and inclusive growth
- Increase community access to NHS assets
- Improve transparency, engagement and governance of asset decisions
- Align land use with sustainability and net-zero goals

2.4 Inclusive Ownership / Service Influence

- Strengthen community and third-sector involvement in service planning
- Embed equality, diversity and inclusion in transformation programmes
- Ensure diverse voices shape decisions (including through EQIAs)

2.5 Financial Power

- Use NHS financial flows to support local economic wellbeing
- Promote staff financial wellbeing
- Encourage workforce spending locally
- Support access to ethical and fair financial products

2.6 Climate Action

- Reduce environmental impact and support a just transition
- Embed sustainability into day-to-day NHS operations
- Enhance greenspace and biodiversity
- Promote active/sustainable travel
- Strengthen resilience to climate-related risks

1.3c. What is the intended outcomes?

These reflect the outcomes the strategy seeks to achieve over 2026–2029 and link directly to inequality reduction and public health improvement.

3.1 Health & Wellbeing Outcomes

- Reduced health inequalities across Ayrshire through tackling socioeconomic drivers of poor health
Improved access to fair employment, good work and economic security
- Better population health supported by climate resilience, green spaces and sustainable environments

3.2 Economic & Social Outcomes

- Increased local wealth retention through local procurement, staff spending and local investment
- Greater availability of good-quality jobs, apprenticeships and training pathways
- Strengthened local supply chains and more opportunities for SMEs and social enterprises
- Improved community influence in service design and decision-making

3.3 Environmental Outcomes

- Reduction in NHS emissions in line with the national target for a net-zero health service by 2040
- More biodiversity-friendly land management across the NHS estate
- Increased active travel, reduced transport emissions

3.4 Organisational & System Outcomes

- Stronger governance and accountability for CWB and Anchor responsibilities
- Better alignment of NHS strategies with regional CWB and economic priorities
- Clear KPIs and annual reporting driving transparency and measurable impact

1.4. Who are the stakeholders?

CWB Programme Manager, CWB Director SROs, CWB Pillar Leads, CWB Programme Board members, Corporate Management Team, and the Ayrshire RES Delivery Group. These groups contributed through governance oversight, action-plan development, strategic alignment, and approval processes.

1.5. How have the stakeholders been involved in the development of this policy?

Stakeholders were involved through structured engagement at multiple levels of governance. This included face-to-face development sessions with the six pillar working groups; review and sign-off by Director-level Senior Responsible Officers; formal scrutiny and approval of the draft strategy by the Community Wealth Building Programme Board; and final approval by the Corporate Management Team. The development process was also informed by wider partnership engagement with local authorities, employability partnerships, and third-sector partners as part of the region's Community Wealth Building framework.

1.6 Examination of Available Data and Consultation - A range of evidence and stakeholder input informed development of the Anchor Strategic Plan. Available data analysis included local population, deprivation and health inequality data, highlighting an ageing population, significant socioeconomic inequality and wide gaps in healthy life expectancy. Workforce data and organisational information on procurement, land and assets, and climate performance were also reviewed to identify where the NHS can influence wider determinants of health.

Name any experts or relevant groups / bodies you should approach (or have approached) to explore their views on the issues.

Not Applicable

What do we know from existing in-house quantitative and qualitative data, research, consultations, focus groups and analysis?

Existing in-house evidence provides a strong understanding of local inequalities and organisational impact areas. Quantitative data shows that NHS Ayrshire & Arran serves 368,690 people, with an ageing population and significant variation in health outcomes, including persistent health inequalities and higher levels of poverty and deprivation across the region. Workforce data indicates NHS Ayrshire & Arran employs 11,739 staff, highlighting both the scale of the organisation and challenges such as recruitment, retention and local labour-market disadvantage. Organisational datasets on procurement, land and assets, and climate performance further demonstrate opportunities to strengthen local supply chains, improve access to NHS estates, and reduce environmental impact.

Qualitative evidence includes insights gathered through face-to-face pillar working group sessions, where staff and leads shaped the action plans and identified barriers and opportunities within each pillar.

Wider partnership engagement—including input from local councils, Local Employability Partnerships, HSCPs and regional economic groups—provided further qualitative evidence on community needs, employability challenges, economic inequalities and opportunities for joint delivery.

What do we know from existing external quantitative and qualitative data, research, consultations, focus groups and analysis?

External evidence consistently shows strong links between poverty, employment, housing, climate vulnerability and health outcomes. National datasets such as the Scottish Index of Multiple Deprivation (SIMD) highlight persistent socioeconomic inequality across Ayrshire, with higher levels of deprivation associated with poorer life expectancy, long-term conditions and premature mortality. Research from Public Health Scotland and the Scottish Government reinforces that fair work, inclusive economic growth and community-focused procurement can meaningfully reduce inequalities and improve wellbeing.

External labour-market research shows structural barriers into employment for groups such as young people, lone parents, disabled people and those living in deprived areas—supporting the need for targeted employability pathways. Economic development literature on Community Wealth Building demonstrates its effectiveness in strengthening local economies, retaining wealth, and supporting community resilience.

Climate and environmental data highlight the disproportionate impact of climate change on low-income households and rural communities, supporting the strategy's focus on a just transition, sustainable travel, and access to green spaces.

Qualitative evidence from national consultations (including those informing the Community Wealth Building (Scotland) Bill and Fair Work policy) shows strong public support for approaches that increase community influence, promote fair employment, improve access to opportunities, and embed social value in public-sector decision-making.

1.7. What resource implications are linked to this policy?

Implementation of the Anchor Strategic Plan and actions has been developed to minimise staffing resources, delivery involves several internal teams and leadership groups. The strategy is written in such a way that the actions that are reported to CWB Programme Board are realistic and business as usual for the organisation.

The CWB Programme Board and Corporate Management Team provide ongoing governance oversight. The policy does not introduce new financial burdens to the organisation.

SECTION TWO IMPACT ASSESSMENT

Complete the following table, giving reasons or comments where:

The Programme could have a positive impact by contributing to the general duty by –

- Eliminating unlawful discrimination
- Promoting equal opportunities
- Promoting relations within the equality group

The Programme could have an adverse impact by disadvantaging any of the equality groups. Particular attention should be given to unlawful direct and indirect discrimination.

If any potential impact on any of these groups has been identified, please give details - including if impact is anticipated to be positive or negative.

If negative impacts are identified, the action plan template in Appendix C must be completed.

Equality Target Groups – please note, this could also refer to staff

	Positive impact	Adverse impact	Neutral impact	Reason or comment for impact rating
2.1. Age <ul style="list-style-type: none"> • Children and young people • Adults • Older People 	X			<p>The strategy supports people of all ages by improving access to fair employment, apprenticeships, and community wellbeing initiatives. This includes targeted employability pathways for younger adults and expanded community access to green spaces and climate-resilient environments that support healthy ageing.</p> <p>Workforce and climate pillars explicitly promote opportunities for young people and improve environmental conditions for older people.</p>

2.2. Disability (incl. physical/ sensory problems, learning difficulties, communication needs; cognitive impairment, mental health)	X			<p>Commitments to inclusive recruitment, Fair Work, accessible service redesign, and improved community access to NHS assets support people with disabilities. The Inclusive Ownership pillar also embeds equality and lived-experience input into service transformation.</p> <p>Strengthening accessibility, participation, and Fair Work reduces inequalities experienced by disabled people</p>
2.3. Gender Reassignment			X	The change does not impact this group based on their characteristic
2.4 Marriage and Civil partnership			X	The change does not impact this group based on their characteristic
2.5 Pregnancy and Maternity	X			Fair Work principles and good-quality employment positively support pregnant employees, parents, and carers.
2.6 Race/Ethnicity	X			<p>Supplier diversity actions, inclusive workforce pathways, and strengthened community partnerships may benefit ethnic minority groups and refugees.</p> <p>These groups disproportionately face labour-market disadvantage; improving local opportunities and participation reduces inequality.</p>
2.7 Religion/Faith			X	The change does not impact this group based on their characteristic

2.8 Sex (male/female)	X			Fair Work, employability, and financial wellbeing actions support equality of opportunity, addressing gender-related economic inequalities (e.g., lower earnings for women).
2.9 Sexual Orientation <ul style="list-style-type: none"> • Lesbians • Gay men • Bisexuals 			X	The change does not impact this group based on their characteristic
2.10 Carers	X			Fair Work and flexible employability measures may benefit unpaid carers, who often face barriers to employment.
2.10 Homeless	X			Commitments related to financial wellbeing, fair access to services, and local economic development may indirectly support people at risk of homelessness.
2.12 Involved in criminal justice system	X			Employability pathways and inclusive recruitment benefit people with justice experience.
2.13 Literacy			X	No negative impacts identified; however, the Anchor Strategy's communications under Financial Power and Climate Action emphasise the focus on clear and accessible information.

2.14 Rural Areas	X			The strategy recognises Ayrshire’s rural and island geography and aims to address access inequalities, including transport, digital access, and rural deprivation.
2.15 Staff <ul style="list-style-type: none"> • Working conditions • Knowledge, skills and learning required • Location • Any other relevant factors 	X			The strategy directly benefits staff through: <ul style="list-style-type: none"> • Fair Work principles • Improved access to financial wellbeing support • Better career pathways and apprenticeships • Sustainability improvements across workplaces

2.16. What is the socio-economic impact of this policy / service change? (The Fairer Scotland Duty places responsibility on Health Boards to actively consider how they can reduce inequalities of outcomes caused by socio-economic disadvantage when making strategic decisions)				
	Positive	Adverse	Neutral	Rationale/Evidence
Low income / poverty	X			The strategy strongly targets socioeconomic disadvantage by: <ul style="list-style-type: none"> • Increasing access to fair work • Supporting local supply chains
Living in deprived areas	X			
Living in deprived communities of interest	X			

Employment (paid or unpaid)	X			<ul style="list-style-type: none"> • Encouraging local spending • Reducing fuel poverty via climate actions • Strengthening community ownership
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SECTION THREE CROSSCUTTING ISSUES				
What impact will the proposal have on lifestyles? For example, will the changes affect:				
	Positive impact	Adverse impact	No impact	Reason or comment for impact rating
3.1 Diet and nutrition?			X	The Anchor Strategy is organisational and economic in focus. It does not introduce any changes that would directly influence individual diet or nutrition.
3.2 Exercise and physical activity?			X	The proposal has no bearing on physical activity levels. Access to services and daily routines remain unchanged, and no lifestyle-related interventions are proposed.
3.3 Substance use: tobacco, alcohol or drugs?			X	The strategy does not include actions that affect behavioural choices around substance use. No differentially affected groups are anticipated.

3.4 Risk taking behaviour?			X	The proposal does not influence risk-taking behaviours or create conditions that would increase or decrease such behaviours.
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SECTION FOUR CROSSCUTTING ISSUES				
Will the proposal have an impact on the physical environment? For example, will there be impacts on:				
	Positive impact	Adverse impact	No impact	Reason or comment for impact rating
4.1 Living conditions?	X			While the strategy does not directly alter personal living conditions, its commitments to Community Wealth Building, fair employment, local economic development and climate action may contribute to improved health determinants and community wellbeing over time.
4.2 Working conditions?	X			The strategy strengthens Fair Work principles, promotes staff financial wellbeing, enhances workforce sustainability, and improves access to green and climate-resilient workplaces.
4.3 Pollution or climate change?	X			The Climate Action pillar includes commitments to reducing emissions, increasing biodiversity, expanding active travel, and improving the environmental sustainability of NHS operations. These actions have a positive environmental impact.
Will the proposal affect access to and experience of services? For example:				

	Positive impact	Adverse impact	No impact	Reason or comment for impact rating
Health care	X			By embedding inclusive ownership, community participation, Fair Work, climate resilience and economic stability, the strategy aims to improve long-term access to and experience of health and wellbeing services.
Social Services			X	No direct changes to social services delivery are proposed in the strategy. However, ongoing collaboration with HSCPs ensures alignment.
Education			X	No direct changes to education services; however, employability partnerships with schools and colleges may indirectly support opportunities.
Transport	X			Positive impacts through active travel initiatives, sustainable travel planning, EV fleet developments and improved staff engagement with transport options.
Housing			X	The strategy does not directly influence housing; however, addressing poverty, fair employment and community wealth indirectly supports wider determinants related to housing security.

SECTION FIVE**MONITORING****How will the outcomes be monitored?**

Outcomes will be monitored through established governance structures using regular performance reporting against the Anchor / Community Wealth Building (CWB) commitments and associated KPIs such as Anchor Metrics reporting. Progress will be reviewed against the six CWB pillars, with data gathered on procurement, workforce, land and assets, inclusive ownership, financial wellbeing and climate action.

What monitoring arrangements are in place?

Quarterly reporting to CWB Programme Board, CMT, Integrated Governance Committee.

Yearly report to CWB Programme Board, CMT, Integrated Governance Committee and Board

Yearly Anchor Metrics reporting to SG.

Who will monitor?

CWB Programme Board – strategic oversight and performance review.

Director of Transformation & Sustainability (Executive Lead) – accountable for delivery across all pillars.

Pillar Working Groups – responsible for collecting data and reporting progress within each pillar.

Corporate Management Team – organisational oversight and decision-making

What criteria will you use to measure progress towards the outcomes?

Key Performance Indicators aligned with each pillar (e.g., local procurement spend, apprenticeship uptake, community access to assets, biodiversity improvements, financial wellbeing engagement).

Scottish Government Anchor metrics, once finalised.

Feedback, complaints, and qualitative evidence relating to unintended or equality-related impacts.

PUBLICATION

Public bodies covered by equalities legislation must be able to show that they have paid due regard to meeting the Public Sector Equality Duty (PSED). This should be set out clearly and accessibly, and signed off by an appropriate member of the organisation.

Once completed, send this completed EQIA to the **Equality & Inclusion Manager**

Authorised by

Kirstin Dickson

Title

Director Transformation & Sustainability

Signature

Date

Identified Negative Impact Assessment Action Plan

Name of EQIA:

N/A no negative impact identified

Date	Issue	Action Required	Lead (Name, title, and contact details)	Timescale	Resource Implications	Comments

Further
Notes:

Signed:

Date: