

NHS Greater Glasgow and Clyde's Anchor Strategic Delivery Plan

2023 to 2026

November 2023



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Introduction

NHS Greater Glasgow and Clyde welcomes the opportunity to present its Anchor Strategic Delivery Plan for 2023 to 2026. Our aspiration is to make the best use of our resources (our workforce, our expenditure and our land and buildings) to improve the quality of life of our communities and to reduce health inequalities. This plan builds on the wide range of activities that we have already taken forward and outlines some of future actions.

What is an Anchor Organisation?

The term anchor organisation (or institution) refers to large, typically non-profit, public sector organisations whose long-term sustainability is tied to the wellbeing of the populations they serve. NHSGGC is committed in our role as an anchor organisation, which acts on behalf of the local communities and local areas we serve and which goes beyond healthcare provision. Our strategy will ensure NHSGGC works closely with our local partners, ensuring our property and assets positively benefit our local population. Our Anchor Strategy will be a route to deliver community wealth building outcomes, with a particular focus on employment, procurement and land and assets. The Health Foundation's¹ concept of anchors describes five areas for action:

- Employment
- The NHS as purchaser and commissioner for social value
- Use of Capital and Estates
- Climate Change and Sustainability
- As a Partner in a Place.

¹ The Health Foundation, 2021. NHSGGC Sustainability.

What makes the NHS an anchor institution?

NHS organisations are rooted in their communities. Through its size and scale, the NHS can positively contribute to local areas in many ways beyond providing health care. The NHS can make a difference to local people by:

- Purchasing more locally and for social benefit**
In England alone, the NHS spends £2.7bn every year on goods and services.
- Using buildings and spaces to support communities**
The NHS occupies 8,253 sites across England on 6,500 hectares of land.
- Working more closely with local partners**
The NHS can learn from others, spread good ideas and model civic responsibility.
- Widening access to quality work**
The NHS is the UK's biggest employer, with 1.6 million staff.
- Reducing its environmental impact**
The NHS is responsible for 40% of the public sector's carbon footprint.

As an anchor institution, the NHS influences the health and wellbeing of communities simply by being there. But by choosing to invest in and work with others locally and responsibly, the NHS can have an even greater impact on the wider factors that make us healthy.

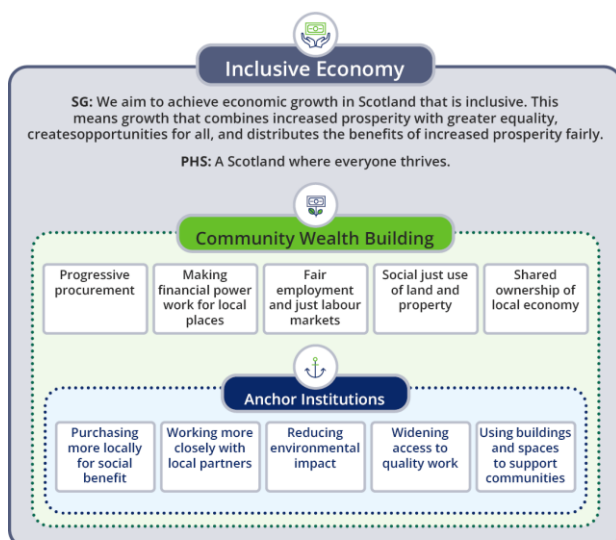
The Health Foundation
References available at www.health.org.uk/anchor-institutions
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What is Community Wealth Building (CWB)?

Community Wealth Building is an economic approach to delivering on the wellbeing economy agenda, which supports better and more equal health through economic activity, recognising the power of anchor organisations, such as NHSGGC, as employers, procurers and land and property owners. The five principles of community wealth building are: plural (shared) ownership of the economy; making financial power work for local places; fair employment and just labour markets; progressive procurement of goods and services; and socially productive use of land and property, with a focus on improving health and wellbeing through economic activity.

There is an increasing national, regional and local policy ambition to unlock the potential of anchor organisations including NHSGGC, as an integral part of the recovery planning of health and social care and to support recovery and renewal and collaboration based on CWB principles.

The diagram below demonstrates the interdependencies and alignments between community wealth building and anchor organisation concepts with the shared aim of building an inclusive economy in Scotland.



NHSGGC's Ambition as an Anchor Organisation

NHSGGC is committed to our role as an anchor organisation, which acts on behalf of the local communities and the local areas that we serve by going beyond healthcare provision. Our Anchor Strategic Delivery Plan will ensure NHSGGC works closely with our local partners, ensuring our property and assets positively benefit our local population. Our Anchor Strategic Delivery Plan will be a route to deliver community wealth building outcomes, with a particular focus on employment, procurement and land and assets and our contribution to a range of partnerships.

Background and Context for NHSGGC as an Anchor Organisation

NHS Greater Glasgow and Clyde (NHSGGC) is the largest NHS organisation in Scotland and one of the largest in the UK. NHSGGC serves a population of **1.3 million** people, employs around **41,000** staff, has an annual budget of **£4 billion**, runs **35** hospitals of different types, and over **50** health centres and clinics.

As part of the primary care services in the area covered by NHSGGC, there are around **232** GP Surgeries (1300 General Practitioners); dental services in more than **279** locations; almost **188** Optician practices; has more than **288** Pharmacies.

Over the next 25 years, the population in the NHSGGC area is predicted to increase by 4%, with the over 65 years of age population increasing by 16%. As a result of the large geographic area that NHSGGC covers, however, there are differences in the demographic profile of our many communities. Some areas are seeing increases in the older population and decreases in the working age populations, whilst others are seeing decreases in their overall populations. Particularly in Glasgow City, the last 20 years has seen an increase in our black and minority ethnic populations.

Furthermore, life expectancy varies across the board area from 73.4 years in Glasgow City to 80.5 years in East Dunbartonshire; a difference of 7.1 years. This is explained by life circumstances, chiefly socioeconomic factors that impact across the life course, starting in the antenatal period and influence education outcomes, participation in employment, health behaviours and patterns of healthcare use. Healthy life expectancy in NHSGGC (years of life an individual lives without any life-limiting illness) is also lower than the rest of Scotland, again with significant variations between men and women and linked to socioeconomic deprivation.²

² Turning the Tide

<https://www.stor.scot.nhs.uk/bitstream/handle/11289/579831/Public%20Health%20Strategy%202018%20-%202028%20A4%20-%20Landscape%20-%2010-08-18-01.pdf?sequence=1&isAllowed=y>

Climate change will impact our population demographics, and will be a key influence on our services and assets over the coming years as we adapt our infrastructure.

To respond effectively to local opportunities and the diverse needs of our many communities, our Anchor Strategic Delivery Plan must operate at a number of levels: reflecting what we can do at a board-wide/corporate level, and at a more local level (where our six health and social care partnership have key roles). Our Anchor Strategic Delivery Plan is constructed around the following themes:

Key Ambitions

Our Role as a Procurer

Ambition: To ensure our purchasing of goods and services maximises local economic; sustainability and social benefit within our communities.

Our Role as an Employer

Ambition: To promote our role as an employer of choice; provide fair employment to our staff and work to grow our workforce community through inclusive and targeted employment practices.

Our Role as a Holder of Property and Assets

Ambition: To ensure our property and assets positively benefit our local communities and support liveable spaces through responsible stewardship; sustainable use of natural resources; and progressive infrastructure development to provide healthcare services for our population.

Our Role as a Partner

Ambition: Actively collaborate with our partners to deliver an inclusive wellbeing economy; reduce the impact of poverty and inequality within communities and strengthen community capacity and resilience.

Our Role in Sustainability

Ambition: Work closely and collaborate with our partners to create a joined up approach to delivering sustainable care across Glasgow and the west of Scotland, and is outlined in the NHSGGC Climate Change and Sustainability Strategy [Sustainability - NHSGGC](#).



Governance and Partnership Arrangements

In June 2021 NHSGGC's established a working group to explore the potential to further develop its role as an **anchor organisation** and to deliver on community wealth building approaches. The Director of Public Health in NHSGGC is the executive lead for the Anchor Strategy, and reports to the Corporate Management Team on progress with its implementation. Current membership of the working group is as follows (this will change as priorities for the group change over time):

- Public Health Directorate
- Estates and Facilities
- Procurement Team
- Human Resources
- Area Partnership Forum (NHS unions)
- Glasgow City HSCP
- East Dunbartonshire HSCP
- West Dunbartonshire HSCP
- Inverclyde HSCP
- Renfrewshire HSCP
- East Renfrewshire HSCP
- Glasgow Centre for Population Health/Glasgow City Region
- Public Health Scotland.

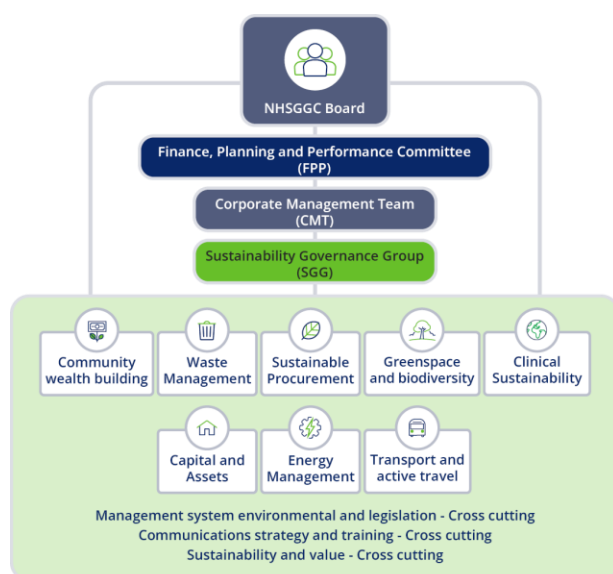
The working group completed a benchmarking exercise against a tool from the Joseph Rowntree Foundation and a Taking Stock tool designed by GCPH for Glasgow City Region. In addition, a workshop facilitated by CLES (an organisation promoting local economic strategies), identified the biggest impact would be achieved by a strategic focus on procurement and workforce. The working group intends to undertake an updated benchmarking exercise, and this will inform the future development of NHSGGC anchor strategy and plan.

The working group has shared learning and promoted the work of the NHS Board with a range of networks and groups in NHSGGC and with external organisations. The group has held discussions with representatives of partner organisations, such as Glasgow City Council Economic Development team and NHS Lanarkshire, to look at how we can collaborate on key community wealth building activities.

NHSGGC Climate Change and Sustainability Strategy: Sustainability - NHSGGC

The board's role as an anchor organisation is a core component of NHSGGC's overall **Climate change and Sustainability strategy**. The Community Wealth Building/Anchor Organisation Group is cross-organisational, and works closely with finance, procurement, greenspace and the capital and assets' groups as part of the board's overall **Sustainability Governance Framework**. The governance arrangement for our Climate Change & Sustainability Strategy is shown in the diagram below, including the reporting line for the Community Wealth Building/Anchor Organisation Group.

NHSGGC Sustainability Governance Structure



Wider Context

NHSGGC's role as an anchor organisation is incorporated with a wide range of existing strategies and plans. These include:

NHSGGC Public Health Strategy – Turning the Tide

Rising levels of poverty and widening health inequalities have long been an issue in the NHSGGC area, negatively affecting people and communities. NHSGGC's Public Health Strategy 'Turning the Tide' sets out ambitions to tackle these challenges which affect population health. By working across NHSGGC as a whole system we are committing to becoming an exemplar public health organisation. [Public Health - NHSGGC](#).

Moving Forward Together

The way that healthcare and social care services in NHSGGC are provided is changing. This new system of care will be organised in the most effective way to provide safe, effective, person-centred and sustainable care to meet the current and future needs of our population. New ways of working will be developed which provide safe, effective and patient centred care, make best use of available resources and the opportunities created by innovation and technology. The 'Moving Forward Together' strategy provides a clear plan for change to make this a reality. Delivery of the programme will see improvements in care and outcomes for everyone. [Moving Forward together - NHSGGC](#).

Primary Care Strategy

NHSGGC is about to issue for consultation a draft five year primary care strategy to set out our long term vision and approach to primary care transformation across NHSGCC. Our priorities and areas for action will be set within a strategic framework that builds on the significant work already underway to improve health and wellbeing outcomes of our people and communities. Primary care is the first point of contact in the healthcare system – a front door to the NHS. It is critical to the long-term resilience of the wider health and care system by intervening early to protect health and prevent ill-health, as far as possible. This Strategy will be an opportunity for a whole system approach to transformation, and to do things differently through new ways of working and scaling good practice across the Board. The strategy will provide a high-level overview of where we are now, some of the challenges we face, and the changes we want to make.

Tackling Child Poverty

The Child Poverty Act (CPA, 2017) places a duty on all Health Boards and Local Authorities in Scotland to work together to mitigate and report on actions to reduce child poverty. The reporting of this joint work is via yearly Local Child Poverty Action Plan Reports (LCPARs), produced by each local authority, in partnership with Health Boards. The six LCPARs for the local authority areas in NHSGGC, demonstrate a breadth of local action and partnership working between local authorities, the health board and third sector organisations, toward the three drivers of child poverty; income from employment, income from social security and benefits in kind, and costs of living. Assessments and actions are based on analyses of local data, and use this to address gaps in meeting the needs of Child Poverty Act priority groups³. Key areas for action include:

- Employability and apprenticeship programmes to support people to obtain jobs and skills working for NHSGGC.
- Procurement: a key focus is to continue the 22/23 development pilot 'increasing supplier diversity, which includes businesses owned or primarily staffed by women, black and minority ethnic communities, and people with a disability.
- Financial advice for staff in need.
- Co-located financial inclusion services in hospitals and primary care and dedicated referral pathways to money advice services, such as the Welfare and Advice Health Partnership (see case study in appendix).
- Equalities: Children with a disability are a key target group with representation in current child poverty work. Public Health will lead scoping work to identify needs and potential child poverty interventions.
- NHSGGC has an equality outcome to improve perinatal care for women in poverty, BME communities and those experiencing gender based violence.

Workforce Strategy and Staff Health Strategy

Our **Workforce Strategy 2021-2025** sets out how we will continue to attract and nurture the most talented and public service focused people to achieve our ambition of 'Growing our Great Community'. Our Staff Health Strategy sets out strategic priorities to understand the needs of our workforce to support and manage their mental health, improve the health and safety culture of the workforce and support staff with long term health conditions to balance health and work. Employment remains the best route out of poverty and we are committed to supporting fair pay and conditions of employment. NHSGGC is Living Wage accredited and incorporates the dimensions of the Fair Work Framework, across our approach to culture, staff governance and organisational development.

³ Lone Parent Families, Minority Ethnic Families, Families with a disabled person, Families with young Mothers, Families with a child under one and Families with three or more children


Six IJB Strategic Plans

There are six health and social care partnerships in the NHSGGC area that plan and commission community health and care services from the health board and council. Services are delivered through the six integrated health and social care partnerships. It is through these strategic plans and commissioning arrangements that many of the anchor organisation aspirations will be delivered within local communities. Each HSCP will contribute also to the wider community planning partnerships. Web links to IJB Strategic Plans are listed below:

- https://www.eastdunbarton.gov.uk/filedepot_download/355087/3851_strategic-plan-2022-27.pdf (west-dunbarton.gov.uk)
- [East Renfrewshire HSCP - Strategic Plan 2022-2025.pdf](https://www.eastrenfrewshire.gov.uk/files/2022/02/East-Renfrewshire-HSCP-Strategic-Plan-2022-2025.pdf) (eastrenfrewshire.gov.uk)
- https://www.renfrewshire.hscp.scot/media/14411/Renfrewshire-IJB-Strategic-Plan-2022-25/pdf/RIJB_Strategic_Plan_FINAL.pdf?m=1648226178537
- https://www.inverclyde.gov.uk/assets/attach/9893/HSCP-Strategic-Plan_PRINT.pdf
- <https://glasgowcity.hscp.scot/sites/default/files/publications/GCHSCP%20Strategic%20Plan%202023%20to%202026.pdf>

Our Delivery Framework

Our Anchor Strategy will be delivered through our **core anchor workstreams** that are outlined in the next section and will include: our role as a holder of property and assets; our role as a procurer of goods and services; our role as an employer; our role as a partner. In addition, we will progress a number of other cross-cutting actions that will support implementation. In particular, we will:

- Update our **benchmarking exercise** with key service leads across NHSGGC to develop our understanding of NHSGGC as an anchor role and Community Wealth Building. The benchmarking process will assess where there are gaps in our current approach, and will inform future actions that will be required to achieve our ambitions as an anchor organisation. (To be completed by April 2024).
 - In addition, the publication of national KPIs will inform the benchmarking exercise and allow us to **strengthen our action plans** to show how we will achieve our ambitions as a procurer of services, as a holder of land and assets and as an employer.
 - Complete an EQIA of our Anchor approach and undertake stakeholder consultation and engagement (to be completed by June 2024).
 - Develop and implement **new initiatives** to deliver community wealth building and enhance NHSGGC's role as an anchor organisation (on-going between 2023 and 2026).
 - **Influence initiatives across the NHSGGC**, so that community wealth building and NHSGGC's role as an anchor organisation begin to become embedded in the planning and delivery of mainstream services (on-going between 2023 and 2026).
 - **Develop and maintain relationships** with other local and national organisations, to keep up to date with policy developments and to benchmark against other comparable organisations (on-going between 2023 and 2026).
 - Enhance and contribute to the **evidence base about good practice**, both locally and nationally (on-going between 2023 and 2026).
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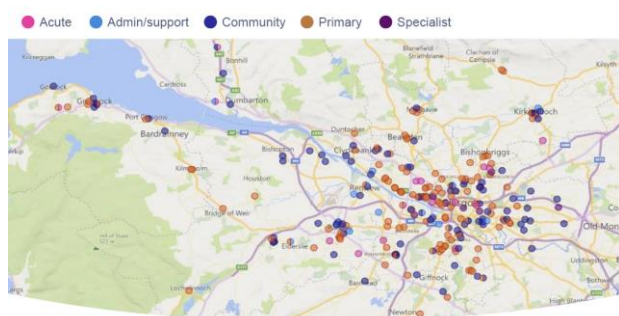
Our Role as a Holder of Property and Assets

Our Ambition

Our ambition is to ensure our property and assets positively benefit our local communities and support liveable spaces through responsible stewardship; sustainable use of natural resources; and progressive infrastructure development to provide healthcare services for our population.

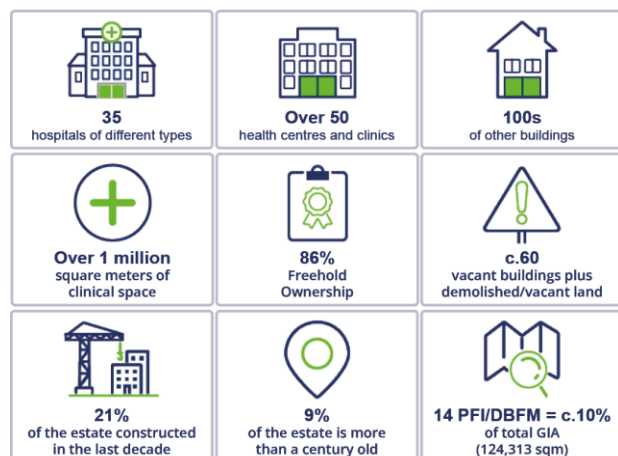
Background and Policy Context

The NHSGGC estate varies enormously and makes up some of Scotland's most significant assets across a significant geographic area. The health board has developed a **Strategic Asset Management System (SAMS)**, which has set out the board's vision for its estate. In 2021, the board sought to change this approach by looking to develop a clear, clinically-led **estate and infrastructure investment strategy**. This strategy aims to take forward the board's adopted clinical vision, Moving Forward Together (MFT), and to update it in light of the significant changes in healthcare.



Our estate is made up of some of Scotland’s most significant assets

Key facts:



Community Empowerment (Scotland) 2015 Act

Under the existing Community Empowerment (Scotland) 2015 Act, which came into force in January 2017, we are obliged to publish and make available a register of assets owned or leased for community bodies to identify any suitable land or property⁴. NHSGGC has a dedicated email:

asset.transferrequest@ggc.scot.nhs.uk where anyone can request further information along with a guidance document which outlines the process to be followed.

National Planning Framework 4

The NPF4 is long-term spatial strategy with a comprehensive set of national planning policies to form part of the statutory development plans. Under NPF4, there are 6 overarching spatial principles which will play a key role in delivering on the UN Sustainable Development Goals and the Scottish Government’s national outcomes. These principles are:

- **Just transition**
- **Conserving and recycling assets**
- **Local living**
- **Compact urban growth**
- **Rebalanced development**
- **Rural revitalisation.**

Community Wealth Building and the anchor organisation approach are woven into all

⁴ These will be added to the new health board intranet and staffnet.

of these principles, and by applying these spatial principles NPF4 aims to support the planning and delivery of:

- **Sustainable places**, where we reduce emissions, restore and better connect biodiversity
- **Liveable places**, where we can all live better, healthier lives
- **Productive places**, where we have a greener, fairer and more inclusive wellbeing economy.

Sustainability

Our buildings and activities represent a significant source of emissions, and we are committed to achieving net zero emissions across our assets by 2040. Our existing building stock has significant amounts of embodied carbon already spent, and we must carefully balance this in any decisions around sustainability and building solutions. As an anchor institution, NHSGGC compiles information, such as the public bodies' annual reports on climate change, Annual Accounts and Annual Health Board Climate and Sustainability Reports, as well as other more specific sector monitoring.

We are incorporating plans for green infrastructure, arts and third sector partnerships, renewable heating systems, enhanced access for public transport and walking/cycling, maximising the use of existing facilities, and identifying optimal siting where new-build is required. Examples, of these approaches include:

- **Clydebank Health Centre** was developed to connect into zero carbon district heating system, using River Clyde as a heat source.
- **New integrated health, social care and wellbeing hub at Parkhead**, Glasgow City, is designed to achieve net-zero in operation and located at public transport fulcrum
- **Both Clydebank Health and Care Centre and Parkhead Hub** have integrated art and environment strategies, developed with partners and local arts' infrastructures.

Greenspace and Biodiversity

NHSGGC has a responsibility to manage our land and outdoor spaces, in a way that benefits both the environment and the communities we serve. We are committed to using our land in a way that contributes to biodiversity, carbon sequestration and improves wellbeing.

Arts

We work with the arts sector, further and higher education institutions, and third sector organisations to help with the animation of our land and property. These initiatives ensure that when improving our assets, we make connections to the rich geographical and natural heritage and unique cultural and historical contexts in

which our property and land assets are located. This work is led by arts and environment strategy groups that are set up within the governance arrangement for each project.

Our Objectives

To deliver on this commitment we will:

- Further promote and support the Community Asset Transfer process by doing updating the NHSGGC website with appropriate information.
- Deliver improvements to improve the energy efficiency of our estate.
- Continue to work with partner organisations in opportunities around regeneration projects, and enhance the sharing and participation from the community and voluntary sectors.
- Where investing in new or refurbished assets, seek to create thriving places where people can access the best healthcare facilities on foot or via public transport.
- Continue to promote and deliver community benefits as part of new build or refurbishment projects.
- Play our part in making the “20 Minute neighbourhood” concept a reality, by promoting active travel, local health facilities and, where we have green space, making this accessible to all.
- As part of NHSGGC’s greenspace and biodiversity work, take forward approaches that that promote social cohesion and community wealth, for example by supporting food growing projects.
- Manage hospital campus sites in a way that improves the extent and quality of greenspace, increases contribution of estate to biodiversity, and improves the value of the ecosystems services the greenspaces provide, and improves its use by staff, patients, and local community.
- Ensure regular reviews of the progress of greenspace interventions to assess the added value of greenspace, and to demonstrate the impact of greenspace enhancements on health and wellbeing.
- Collaborate with local partners to improve the natural links between NHSGGC greenspace and other local areas of greenspace.
- When investing in new or refurbished assets, support public art as part of infrastructure planning, and work collaboratively to ensure the arts and cultural sectors participate in the improvement of the quality of NHSGGC estate and the neighbouring environments.
- Harness the art and design sector’s civic commitment to “Place Making”, and improve community health and wellbeing through delivering creative health activities.⁵

Examples of activity included in the appendix to this document are:

- Transfer of former under-utilised car park to Housing Provider
- Pond and Beyond Project at Royal Alexandra Hospital (RAH)

⁵ The ‘Arts and Health’ driver: All-Party Parliamentary Group on Arts, Health and Wellbeing Inquiry, July 2017 [Creative Health The Short Report.pdf \(culturehealthandwellbeing.org.uk\)](https://www.culturehealthandwellbeing.org.uk/wp-content/uploads/2017/07/Creative-Health-The-Short-Report.pdf)

- Parkhead Hub Arts Strategy and Community benefits plan
- Room to 'Gro' at the Queen Elizabeth Hospital
- The new Clydebank Health and Care Centre Art and Environment
- The new Woodside Health and Care Centre Art and Environment Strategy
- Design in the Dale – Leverndale Hospital Art and Greenspace strategy
- The new Greenock Health and Social Care Centre's Building Better Health Care Best Collaborative Arts Project 2022
- The Bishopton and Dargavel Arts and Environment Strategy Framework.

Our Role as a Procurer of Services and Goods

Our Ambition

Our ambition is to ensure our purchasing of goods and services maximises local economic, sustainability and social benefit within our communities.

Background and Policy Context

NHSGGC has a non-pay revenue spend of around £940m per annum (excluding prescription charges), of which approximately £660m is expenditure with third party suppliers, and as such can be influenced by procurement activity. The remainder of the non-pay expenditure is not able to be influenced by procurement (such as transfers between public sector organisations, rates, finance charges, depreciation). Additionally, NHSGGC spends between £35m - £100m per annum on capital purchases, covering new buildings, building repair, medical equipment and IT hardware and software.

The Procurement Department provides a comprehensive procurement and logistics service for all health board functions. NHSGGC utilises national contracts wherever possible, accounting for around 50% of health board spend. Where national contracts do not exist, contracting takes place at board level, with tenders in excess of £50,000 advertised on the Public Contracts Scotland website. Where national contracts and frameworks are used, these will be predominantly those awarded by National Procurement (part of National Services Scotland), Scottish Procurement and Crown Commercial Service.

The **NHSGGC Procurement Strategy 2022-25** [Procurement - NHSGGC](#) continues to ensure NHSGGC's procurement service aligns with local and national strategies. It is intended to focus procurement service providers on delivering the highest level of service to end users, whilst delivering best value goods and services. The procurement strategy has an objective to deliver Corporate Social Responsibility (CSR) aims, including engagement with small and medium size enterprises (SMEs) and social enterprises; meeting sustainable procurement targets, delivering an ethical supply policy and supporting the delivery of GGCs Employability strategies. In-scope themes for CSR policies include:


- Impact of Society and Community Involvement
- Equality, Diversity and Human Rights
- Green Policies and Sustainability
- Ethics and Ethical Trading.

Adherence to CSR Policies is a mandatory condition for participation in all the national contracts undertaken by National Procurement.

The procurement strategy commits us to increase the proportion of trade spend with those suppliers that are based in the six local authority areas within the NHSGG&C geographical area. The 22/23 spend data indicates that NHSGGGC has an annual spend total of £76,718,929 with local suppliers (defined as suppliers within the same local authority), which is 10.14% of overall trade spend with 332 local suppliers.

Our Objectives

To deliver on this commitment we will:

- Target a minimum increase in local spend of 5% for 23/24 (over £100m overall trade spend).
 - Geographically map the spend profile, highlighting geographical areas within the local authority where there is proportionately less or no spend profile. NHSGGC will review potential opportunities to increase spend in these areas, where appropriate.
 - Continue to liaise with the local supply base through the Supplier Development Programme, identifying key opportunities and ensuring contracts are shaped to maximise their appeal to the local market.
 - Continue to ensure strategically that all local tendering and contracting maximises SME and local supplier access.
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- Implement a segment of Contract and Supplier Management, specifically targeting the local supplier and SME categories, strengthening relationships and ensuring an increased awareness of requirements within these key segments of the NHSGGC spend profile.

Examples of activity included in the appendix to this document are:

- NHSGGC Community Benefits in tender bids
- National Community Benefits Gateway and Public Health roadshow of presentations to promote the gateway
- Diversifying our Supply chain and partnership with Supplier Development Scotland.

Our Role as an Employer

Our Ambition

Our ambition is to promote our role as an employer of choice; provide fair employment to our staff and work to grow our workforce community through inclusive and targeted employment practices.

Background and Policy Context

NHSGGC is the largest employer in Scotland, and is renowned for modern high-quality patient care and progressive medicine. It is, therefore, vital that we continue to attract and nurture the most talented and public service focused people, both locally and from around the world and achieve our ambition of 'Growing our Great Community'. Our **Workforce Strategy 2021-2025** sets out how we will achieve this and develop NHSGGC under our corporate objective of 'Better Workplace'. The Strategy is delivered through formal groups, in partnership with representation from stakeholders and monitored through our Board governance structures.

Our person-centred approach aims to supporting employees at every point in their career journey including finding flexible ways to enable staff to continue working to fit in with their lives and both physical and emotional demands. As an organisation, diversity and inclusion – in our ways of thinking and ways of working – is embedded in our culture, recruitment, learning and development practices, to ensure a positive employee experience for all.

Attracting and retaining talent, ensuring recruitment and selection is inclusive and attracts external and internal candidates from diverse backgrounds and communities is outlined in our **Recruitment and Attraction Plan**. This outlines our vision to establish NHSGGC as a great employer and seen as an employer of choice. We deliver this through three ambitions: attract, retain and value the most skilled, diverse and talented people from our local communities and around the world, proving we are a world-class public sector organisation, empower our Human Resources and Organisational Development workforce to deliver a digitally-enabled world-class

recruitment and onboarding service for our future talent that is inclusive and person-centred, and ensure the use of high-quality data to drive forward workforce planning and recruitment initiatives as we strive to be a world-class public service.

Graduate Apprenticeships for NHSGGC staff are enabling colleagues to acquire degree level qualifications in the workplace to support career progression.

NHSGGC supports a wide range of options for routes of entry into the NHS including apprenticeships, traineeships, employability. Modern Apprenticeships have been essential in harnessing the talents of young people and providing them with an opportunity to kick start their NHS careers. NHSGGC has been recruiting apprentices since 2013, and we have maintained our programmes throughout the pandemic, supported by our training providers, service managers and work-based assessors. We have apprentices working across a broad range of services.

Supporting the health and wellbeing of staff at work is very important to us. Our **Staff Health Strategy** sets out strategic priorities to understand the needs of our workforce to support and manage their mental health, improve the health and safety culture of the workforce and support staff with long term health conditions to balance health and work.

Employment remains the best route out of poverty and as the largest employer in our communities we are committed to supporting fair pay and conditions of employment. The vision of the Fair Work Convention (2015), is that fair work in Scotland drives success, wellbeing and prosperity for individuals, businesses, organisations and society. NHSGGC is **Living Wage accredited** and incorporates the dimensions of the **Fair Work Framework** across our approach to culture, staff governance and organisational development. NHSGGC has extended the requirements of the accreditation to all employees and workers employed by third party contractors. We have an established Workforce Equality Group which has the primary focus to champion change, shape strategy and policy to ensure inclusivity for all throughout NHSGGC. The focus of work is guided by an annual **Workforce Equality Action Plan** driving forward priorities and outcomes for the year ahead.

Our Objectives


To deliver on this commitment we will:

- Seek to provide opportunities for young people and people from vulnerable groups with routes into employment, via our **Widening Access to Employment Action Plan**.
- Continue to maintain a strong presence in offering apprenticeships as a way of attracting and developing the young workforce.
- Provide opportunities for career development that meet the health board's workforce planning needs. Modern and technical apprenticeship frameworks will be explored to maximise access for internal and external applicants. One example is the Pharmacy Services programme between NHSGGC and the national, NES led Pre-Registration Pharmacy Technician, scheme which aims

to bridge future skills gap within the technician workforce.

- Transform our existing graduate apprenticeships' provision into a formal programme, which will be connected to the wider apprenticeship offerings for young people; this will provide career development opportunities for our existing workforce that are embedded in career pathways.
- Re-establish our employability planning structures, to ensure that work is coordinated across the Board/six HSCP areas and with the six Local Employability Partnerships (LEPs).
- Continue to develop other employability programmes for people close to the labour market by providing training programmes that include a work placement. Programmes may be aimed at specific target groups, such as unemployed people or people who have not worked for a long time. For example, the Project Search provides supported internships for 16-24 year olds with learning difficulties or autism for up to 1 year.
- Continue to work with local authority and third sector partners to develop broader employability support for people who are at a distance from the labour market, and who require intensive personal support when they are in the employability pipeline.
- Continue to develop progression routes for our employees to support them to meet their potentials: such as mapping out clear career pathways, succession planning and career development and offering access to learning support.
- Continue to engage with our staff, managers and staff side through our annual staff survey, and make sure the agreed priorities are delivered through our Staff Health Strategy Group.
- Continue to maintain accredited Living Wage employer via the annual accreditation scheme.
- Encourage other local workplaces, partner organisations and suppliers to pursue Living Wage employer accreditation.
- Continue our campaign, in partnership with MCR Pathways, to offer all NHSGGC staff the opportunity to mentor a young person in our local schools. We have set a target of recruiting an additional 300 mentors over the next 3 years.

Examples of activity included in the appendix to this document are:

- Black and minority ethnic leadership programme
 - Staff Hardship Fund
 - Promotion of mentoring in partnership with MCR Pathways
 - Sustainable Urban Environment and Environmental Management Interns.
- 

Our Role as a Partner

Our Ambition

Our ambition is to actively collaborate with our partners to deliver an inclusive wellbeing economy; reduce the impact of poverty and inequality within communities and strengthen community capacity and resilience.

Background

It is recognised NHSGGC is represented as an active partner in many fora at national, regional, local authority and community level. The opportunity to deliver on our partnership ambition is extensive, ever evolving and open to ongoing innovation. The key partnerships to support the achievement of this ambition include:

- **National Anchors' Delivery Group** – ensuring that we connect and learn from the work of the three task and finish groups.
- **Public Health Scotland** – working with PHS Public Health Scotland to develop our anchor roles as part of their Economy, Poverty and Sustainability Programme.
- **COSLA** – we have worked with COSLA representatives as part of our work on CWB and we will continue to do this as part of our Anchor Strategic Delivery Plan.
- **Glasgow City Region (GCR)** - our role as an anchor organisation in building community wealth in Glasgow City Region is embedded within regional and local government economic development strategies, and is an integral part of social and economic recovery planning at regional and city level.
- **Glasgow City Region Anchor Network** – we are active members of the network.
- **Local Authority Community Planning Partnerships⁶** - as statutory partners NHSGGC contribute to the joint development and delivery of 6 Local Outcome Improvement Plans.
- **The six Local Employability Partnerships (LEPs)**
- **Child Poverty Action Planning Partnerships** - NHSGGC has a duty to work with Local Authority partners together to mitigate and report on actions to reduce child poverty.
- Participation in **Locality or Place based community partnerships**.

⁶ https://www.eastdunbarton.gov.uk/filedepot_download/337031/3746
<https://www.west-dunbarton.gov.uk/media/4313518/west-dunbartonshire-plan-for-place.pdf>
https://eastrenfrewshire.gov.uk/media/8378/Community-plan-2018-to-2028/pdf/Community_Plan_2018_V4_FINAL_26_June_1.pdf?m=638029010808800000
https://www.renfrewshire.gov.uk/media/4598/Renfrewshire-Community-Plan-2017-to-2027/pdf/Renfrewshires_Community_Plan_2017_to_2027.pdf?m=1678105499957
<https://www.inverclyde.gov.uk/assets/attach/15956/08-Inverclyde-Alliance-Partnership-Plan-2023-33-2-.pdf>
<https://www.glasgowcpp.org.uk/CHttpHandler.ashx?id=39367&p=0>

- Through our **Research & Innovation** infrastructure and expertise NHSGGC will work nationally and globally with partners including, industry and academia to promote patient and public engagement and inclusive participation in clinical research and innovation to optimise the use of informatics and real world data to support early adoption (or early rejection) of novel medicines, devices and innovative technologies at scale.

Our Objectives

We will continue to develop our partnership working with a range of national and local organisations to support our role as an anchor organisation.

In partnership with the **Glasgow City Region’s Project Management Office**, three specific areas of partnership activity have been established these include:

- The development of a Capital Investment Health Inequalities Impact Assessment Tool (CHIIA) for major capital projects.
- The development of a business case to support “Fair and Healthy Work” across the City Region.
- Supporting the development of regional skills programmes to meet the current needs and emerging demands of the public and private sector, in relation to delivery of health and social care services within the GC Region.

As part of the **Glasgow City Region Anchor Network** we will begin work on Making Glasgow City Region a Living Wage Place, and develop a Good Employment Charter for the region.

In partnership with the six Local Employability Partnerships we will:

- Strengthen the employability pathways for patient or care groups, such as people with learning disabilities, mental health problems.
- Ensure these pathways provide the wider social support from partner organisations.
- Develop connections with clinical services and clinical teams to promote employability programmes.
- Promote NHSGGC as a local employer within the LEPs, including involvement in local recruitment and employability drives, such as those delivered with the Clyde Gateway Partnership.

In partnership with local authorities to tackle child poverty we will:

- Actively support the delivery of partner led actions.
- Address child poverty through our role as an employer; supporting staff with financial worries and actively supporting employability for key groups identified

in the No One Left Behind programme.

- Deliver discreet NHS based actions, such as co-located financial inclusion services; financial inquiry and referral within clinical pathways and actions to address poverty and equality related barriers to health care.



Implementation

Equality Impact Assessment (EQIA) and Consultation with Stakeholders

We will undertake consultation and engagement with key stakeholders, including the public and staff and then undertake an equality impact assessment. The findings and recommendations from this work will be factored into the strategic delivery plan.

Monitoring and Evaluation Arrangements

NHSGGC has an established Community Wealth Building/Anchor system wide planning group, reporting as part of the Board's Sustainability Plan. Regular reports are made by the theme leads to the Sustainability Governance Group, and this reporting arrangement will continue as this Strategy/Plan moves forward. In addition, progress will be reported by the Director of Public Health to the health board's Corporate Management Team.

The CWB/Anchors group completed an initial benchmarking exercise in July 2021. The group intends to undertake an updated exercise in 2023/24 that will provide evidence for the on-going monitoring process.

On publication by Scottish Government, key performance indicators will be used to assess initial position, inform orientation of the strategic framework and measure subsequent progress.

An annual review of progress will be published by NHSGGC, to include case studies of work completed.

Delivery Framework

Cross Cutting Actions	Timescale for completion
Update our benchmarking exercise with key service leads and benchmark new national KPIs	April 2024
Strengthen our action plans to reflect national metrics and measure progress	April 2024
Complete an EQIA of our Anchor approach and undertake stakeholder consultation and engagement.	June 2024

Develop and implement new initiatives to deliver community wealth building and enhance NHSGGC’s role as an anchor organisation.	on-going between 2023 and 2026
Influence initiatives across the NHSGGC to embed community wealth building and NHSGGC’s role as an anchor organisation in the planning and delivery of mainstream services.	on-going between 2023 and 2026
Develop and maintain relationships with other local and national organisations to learn from and benchmark against other comparable organisations.	on-going between 2023 and 2026
Contribute to the evidence base about good practice through evaluation	on-going between 2023 and 2026
As a Holder of Property and Assets: To ensure our property and assets positively benefit our local communities and support liveable spaces through responsible stewardship; sustainable use of natural resources; and progressive infrastructure development to provide healthcare services for our population.	
Promote and support the Community Asset Transfer process by updating the NHSGGC website with appropriate information.	
Deliver improvements to improve the energy efficiency of our estate.	
Work with partner organisations on regeneration projects, and enhance the sharing and participation from the community and voluntary sectors.	
Where investing in new or refurbished assets, seek to create thriving places where people can access the best healthcare facilities on foot or via public transport.	
Promote and deliver community benefits as part of new build or refurbishment projects.	
Play our part in making the “20 Minute neighbourhood” concept a reality, by promoting active travel, local health facilities and, where we have green space, making this accessible to all.	
As part of NHSGGC’s greenspace and biodiversity work promote social cohesion and community wealth, for example by supporting food growing projects.	
Manage hospital campus sites in a way that improves the extent and quality of greenspace, increases contribution of estate to biodiversity, and improves the value of the ecosystems services the greenspaces provide, and improves its use by staff, patients, and local community.	
Ensure regular reviews of the progress of greenspace interventions to assess the added value of greenspace, and to demonstrate the impact of greenspace enhancements on health and wellbeing.	
Collaborate with local partners to improve the natural links between NHSGGC greenspace and other local areas of greenspace.	

<p>When investing in new or refurbished assets, support public art as part of infrastructure planning, and work collaboratively to ensure the arts and cultural sectors participate in the improvement of the quality of NHSGGC estate and the neighbouring environments.</p>
<p>Harness the art and design sector’s civic commitment to “Place Making” and improve community health and wellbeing through delivering creative health activities.⁷</p>
<p>A Procurer of Services and Goods: To ensure our purchasing of goods and services maximises local economic; sustainability and social benefit within our communities.</p>
<p>Target a minimum increase in local spend of 5% for 23/24 (over £100m overall trade spend).</p>
<p>Geographically map the spend profile, highlighting geographical areas within the local authority where there is proportionately less or no spend profile. NHSGGC will review potential opportunities to increase spend in these areas, where appropriate.</p>
<p>Continue to liaise with the local supply base through the Supplier Development Programme, identifying key opportunities and ensuring contracts are shaped to maximise their appeal to the local market.</p>
<p>Continue to ensure strategically that all local tendering and contracting maximises SME and local supplier access.</p>
<p>As an Employer: To promote our role as an employer of choice; provide fair employment to our staff and work to grow our workforce community through inclusive and targeted employment practices.</p>
<p>Provide opportunities for young people and people from vulnerable groups with routes into employment, via our Widening Access to Employment Action Plan.</p>
<p>Maintain a strong presence in offering apprenticeships as a way of attracting and developing the young workforce.</p>
<p>Provide opportunities for career development that meet the health board’s workforce planning needs. Modern and technical apprenticeship frameworks will be explored to maximise access for internal and external applicants.</p>
<p>Transform our existing graduate apprenticeships’ provision into a formal programme, which will be connected to the wider apprenticeship offerings for young people; this will provide career development opportunities for our existing workforce that are embedded in career pathways.</p>
<p>Re-establish our employability planning structures, to ensure that work is coordinated across the Board/six HSCP areas and with the six Local Employability Partnerships (LEPs).</p>
<p>Develop employability programmes for people close to the labour market by providing training programmes that include a work placement. Programmes may be aimed at specific target groups, such as unemployed people or people who have not worked for a long time.</p>

⁷ The ‘Arts and Health’ driver: All-Party Parliamentary Group on Arts, Health and Wellbeing Inquiry, July 2017 [Creative Health The Short Report.pdf](https://www.culturehealthandwellbeing.org.uk/wp-content/uploads/2017/07/Creative-Health-The-Short-Report.pdf) ([culturehealthandwellbeing.org.uk](https://www.culturehealthandwellbeing.org.uk))

Work with local authority and third sector partners to develop broader employability support for people who are at a distance from the labour market, and who require intensive personal support when they are in the employability pipeline.
Continue to develop progression routes for our employees to support them to meet their potentials: such as mapping out clear career pathways, succession planning and career development and offering access to learning support.
Engage with our staff, managers and staff side through our annual staff survey, and make sure the agreed priorities are delivered through our Staff Health Strategy Group.
Maintain accredited Living Wage employer via the annual accreditation scheme.
Encourage other local workplaces, partner organisations and suppliers to pursue Living Wage employer accreditation.
Continue our campaign, in partnership with MCR Pathways, to offer all NHSGGC staff the opportunity to mentor a young person in our local schools. We have set a target of recruiting an additional 300 mentors over the next 3 years.
As a Partner: Actively collaborate with our partners to deliver an inclusive wellbeing economy; reduce the impact of poverty and inequality within communities and strengthen community capacity and resilience.
Continue to develop our partnership working with a range of national and local organisations to support our role as an anchor organisation.
In partnership with the Glasgow City Region’s Project Management Office , three specific areas of partnership activity have been established these include: <ul style="list-style-type: none"> • The development of a Capital Investment Health Inequalities Impact Assessment Tool (CHIIA) for major capital projects. • The development of a business case to support “Fair and Healthy Work” across the City Region. • Supporting the development of regional skills programmes to meet the current needs and emerging demands of the public and private sector, in relation to delivery of health and social care services within the GC Region.
As part of the Glasgow City Region Anchor Network we will begin work on Making Glasgow City Region a Living Wage Place, and develop a Good Employment Charter for the region.
In partnership with the six Local Employability Partnerships we will:
Strengthen the employability pathways for patient or care groups, such as people with learning disabilities, mental health problems.
Ensure these pathways provide the wider social support from partner organisations.
Develop connections with clinical services and clinical teams to promote employability programmes.

Promote NHSGGC as a local employer within the LEPs, including involvement in local recruitment and employability drives, such as those delivered with the Clyde Gateway Partnership.

In partnership with local authorities to tackle child poverty we will:

Actively support the delivery of partner led actions.

Address child poverty through our role as an employer; supporting staff with financial worries and actively supporting employability for key groups identified in the No One Left Behind programme.

Deliver discreet NHS based actions, such as co-located financial inclusion services; financial inquiry and referral within clinical pathways and actions to address poverty and equality related barriers to health care.

In Sustainability: Work closely and collaborate with our partners to create a joined up approach to delivering sustainable care across Glasgow and the west of Scotland, and is outlined in the NHSGGC Climate Change and Sustainability Strategy [Sustainability - NHSGGC](#).

2026

NHS Greater and Clyde's A Strategic Del

2023 to 2026

November 2023

Appendix - Exam



Our Role as a Holder of Property and Assets

Case study 1

Transfer of Former Under-utilised Car Park to Housing Provider

The overflow car park for the former Victoria Infirmary was declared surplus and checked by the Scottish Government's directorates, as per the NHS Property Transactions Handbook. The More Homes Division declared interest in the site and confirmed that the site would support a housing development. A housing provider was identified and the proposed scheme was for a "later living" and adapted housing development. As a result of the transfer of this site, it will be redeveloped to provide housing and also will enhance the local surrounding area by developing a previously underutilised site. (<https://www.collectivearchitecture.com/projects/prospecthill-road>).

Case Study 2

Pond and Beyond Project at Royal Alexandra Hospital (RAH)

A greenspace project to rediscover the pond at the RAH and improve access to and around the pond for patients, visitors and staff. The project will deliver an enhanced greenspace within a busy hospital site and encourage, not just the users of the hospital, but the local community to use the site. Works to enhance and restore a pond and its under-utilised surroundings at the Royal Alexandra Hospital are complete, and the site is now well used by patients and staff. This environmental improvement project includes an exhibition space, which was developed simultaneously and is situated in dining room, available for programming by the Renfrewshire cultural programmes.

Case Study 3

Parkhead Hub Arts Strategy

[Parkhead Hub: Arts Strategy | Glasgow City Health and Social Care Partnership \(hscp.scot\)](https://hscp.scot)

Community benefits plan is being implemented as part of the new Parkhead Hub contract.

Case Study 4

This is a live example of CWB at the QEUH

<https://www.nhsggc.scot/room-to-gro-at-the-qeuh-as-work-begins-on-new-garden/>

Room to 'Gro' at the QEUH as work begins on new garden - NHSGGC

A stunning new 'Gro Garden' is beginning to take shape on an area of vacant land on the Queen Elizabeth University Hospital campus. Diggers have already moved in to the site as part of plans for a £320,000 transformation, which will provide a new area of greenspace for patients, staff and the wider community.

Continue reading ><https://www.nhsggc.scot/room-to-gro-at-the-qeuh-as-work-begins-on-new-garden/>



Case Study 5

The new Clydebank Health and Care Centre Art and Environment strategy includes local stories, celebration of the local landscape, and an ongoing creative enterprise, which will contribute to sustainability of local creative health activity through sale of products inspired by local area.

[our-stories-arts-strategy-v-3.pdf \(wdhsc.org.uk\)](https://www.wdhsc.org.uk/our-stories-arts-strategy-v-3.pdf)

Case Study 6

The new Woodside Health and Care Centre Art and Environment Strategy includes the opening up of access to a neighbouring Green Space amenity in the North of Glasgow city.

[A guide to the artwork and environment: Woodside health and care centre \(scot.nhs.uk\)](https://www.scot.nhs.uk)

Case Study 7

Design in the Dale – Leverndale Hospital Art and Greenspace strategy. A first phase of landscape improvements aiming to enhance way-finding and wellbeing at Leverndale Hospital has been led by clinical staff at the site, and is now complete. Funding has been secured to deliver a second phase.

[Design in the Dale Public Art Commission, Leverndale Hospital, Glasgow – Scottish Design Awards 2022.](#)

Case Study 8

The new Greenock Health and Social Care Centre's Building Better Health Care Best Collaborative Arts Project 2022, highlights and celebrates local area through collaboration with local arts sector and residents.

[Building Better Healthcare November 2022 :: 50 \(yudu.com\)](#)

Case Study 9

The Bishopton and Dargavel Arts and Environment Strategy Framework will build procurement routes that provide delivery of a community wealth building arts' strategy, anchored by the Bishopton and Dargavel Health and Wellbeing Facility. It will enlist local stakeholder engagement in provision of public artworks, exhibitions, development of neighbouring greenspace, walking routes and ongoing cultural referral pathways.

Our Role as a Procurer of Services and Goods

Case Study 1

The **procurement strategy** commits us to increase the proportion of trade spend with those suppliers that are based in the six local authority areas within the NHSGGC geographical area. The 22/23 spend data indicates that NHSGGC has an annual spend total of £76,718,929 with local suppliers (defined as suppliers within the same local authority), which is 10.14% of overall trade spend with 332 local suppliers.

Case Study 2

NHSGGC Community Benefits

NHSGGC Procurement Department's procedures encourage suppliers to include employability activities as community benefits in tender bids. This can take the form of apprentice places and targeted recruitment to enable local people to gain jobs. There is potential to use this lever to better support Community Wealth Building ambitions and Scottish Government are actively exploring how some of the barriers may be overcome, for example legal issues.

Case Study 3

National Community Benefits Gateway

NHS Scotland's Community Benefits Gateway was launched in summer 2021, a new online portal connecting NHS Scotland suppliers with communities in Scotland. Through our easy to use online tool, willing NHS Scotland suppliers can be matched with NHSGGC third sector organisations who are looking for assistance with a variety of needs. Public Health colleagues have delivered a roadshow of presentations to our third sector interfaces, in order to engage in the development of this portal and to encourage our local community needs are uploaded to the portal, and a local triage system is in place to ensure the needs are consistent with our local priorities.

Case Study 4

It is a mandatory inclusion of participation through the NHSGGC contracting process to agree to the concept of Community Benefits. Through the NHSGGC Contract and Supplier Management process (currently being developed), Community Benefits is a point contained within the standard Key Supplier Meeting agenda. This will capture key and monitor key suppliers Community Benefits activity.

Case Study 5

Diversifying our Supply Chain

NHSGGC's Procurement and Public Health departments has worked in partnership with the Supplier Development Programme to deliver a new project that aims to diversify our supply chain, after a successful funding bid to the Health Foundation's Health Anchor Learning Network. The project aims to encourage a wide pool of suppliers, support more local SMEs to become suppliers, and will focus in particular on increasing diversity. NHSGGC are the only NHS Scotland Health Board holding membership with the Supplier Development Programme - engaging regularly with the organization as well as attending exhibitions such as Meet the Buyer, engaging with over 300 SMEs. Activity throughout the Covid 19 pandemic raised awareness of the strength of the local supply chain to all NHS procurement professionals.



Our Role as an Employer

Case Study 1

Black and Minority Ethnic Leadership Programme

NHSGGC recognises that an inclusive and diverse workforce that reflects the diversity of the population it serves is better able to meet that population's needs. Following a successful Year 1 Programme, we continue to complement our existing portfolio of management and leadership development provision with a Year 2 Leadership Skills Programme for Black and Minority Ethnic Employees in NHSGGC. The programme aims to support employees to fulfil their potential, and access opportunities that will not only be beneficial for those individuals' career progression, but will also have a positive impact on healthcare provision. It enables participants to recognise and further develop their skills and abilities as leaders.

Case Study 2

Hardship Fund

In challenging economic times, we recognise the impact that money worries can have on staff wellbeing and have introduced a Hardship Fund available for short term support to our staff. This is in addition to wider services available to staff and patient population through our Support and Information Services (SIS) team.

Case Study 3

Promotion of Mentoring in Partnership with MCR Pathways

MCR Pathways directly recruits, trains and supports high quality adult mentors who meet weekly in school with a young person during term time, for a minimum of a year. Building relationships, confidence and self-esteem are the prerequisite to helping young people find, grow and use their talents. Subsequent supported pathways and MCR talent tasters then support effective transitions to higher education, further education and employment. NHSGGC has a partnership agreement with MCR Pathways to promote mentoring by its staff and, by August 2023, 57 NHS employees had registered to be a mentor.



Case Study 4

Sustainable Urban Environment and Environmental Management Interns

The Director of Estates and Facilities has been the driving force behind a Memorandum of Understanding between GCU and NHSGCC under which 10 internships have been created for Sustainable Urban Environment and Environmental Management students, who have been supporting the Sustainability Team. A number of those students having gone on to work with us, improving our health care facilities and estates and providing expertise as we work towards becoming a net zero organisation.



Our Role as a Partner

Case Study 1

Sustainable Urban Environment and Environmental Management Interns

The Director of Estates and Facilities has been the driving force behind a Memorandum of Understanding between GCU and NHSGCC under which 10 internships have been created for Sustainable Urban Environment and Environmental Management students, who have been supporting the Sustainability Team. A number of those students having gone on to work with us, improving our health care facilities and estates and providing expertise as we work towards becoming a net zero organisation.

Case Study 2

National Anchors' Delivery Group

Scottish Government have prioritised supporting NHS anchors as part of their Place and Wellbeing programme. A strategic Anchors' Delivery Group has established three level task and finish groups for Procurement, Property and Workforce themes which are implementing advanced action plans to support health boards embed their approaches, including the development of metrics across the three themes and a communications strategy.

Case Study 3

Glasgow City Region (GCR)

NHSGGC is located within the Glasgow City Region (GCR). The Region is an economic geography made up of eight member local authorities. While NHS Boards do not have an economic development function, the GCR recognises the two regional NHS Boards (GGC and Lanarkshire) as large scale anchor organisations – rooted within the GC region and with a large economic footprint. Our role as an anchor organisation in building community wealth in Glasgow City Region is embedded within regional and local government economic development strategies, and is an integral part of social and economic recovery planning at regional and city level. The Glasgow City Region Economic Partnership monitors the delivery of, and reviews, the GCR Economic Strategy and Action Plan.

The Glasgow City Region has clear and ambitious aspirations to achieve by 2030. The vision is: "By 2030, Glasgow City Region will have the most innovative, inclusive and resilient economy in the UK." The vision is underpinned by the following three missions:

- **By 2030**, the Region will have the most inclusive major city-region economy in the UK
- **By 2030**, the Region will have the most productive major city-region economy in the UK
- **By 2030**, the Region will have the most advanced city-region economy in the UK in the race to net zero and climate resilience.

In conjunction with the GCR Project Management Office, three specific areas of partnership activity have been established these include:

- **The development of a Capital Investment Health Inequalities Impact Assessment Tool (CHIIA)** for major capital projects. Working with Health Foundation, local partners have undertaken a significant programme of research and engagement to inform the development of the CHIIA. NHSGGC are supporting the development and future testing of the tool going forward.
- **The development of a business case to support “Fair and Healthy Work” across the City Region.** Current scoping involves a needs assessment with local employers to identify support requirements to help retain employees in active employment when facing health and wellbeing challenges.
- **Supporting the development of regional skills programmes to meet the current needs and emerging demands of the public and private sector**, in relation to deliver of health and social care services within the GC Region.

Case Study 4

Glasgow City Region Anchor Network

The Glasgow City Region Anchor Network is a group of senior representatives of public, private and third sector place-based organisations that are ‘anchored’ within the Glasgow City Region. NHSGGC is a key member of the Network. The Network members have a collective interest in seeing the Region improve, recognising longstanding challenges of poverty and wealth and income inequality. Members provide senior leadership for building community wealth in the regional economy. Collectively, the Network’s economic footprint is great. The Network have supported proposals to begin work on Making Glasgow City Region a Living Wage Place, and to develop a Good Employment Charter for the Region, and contributed to the regional response to Scottish Government’s consultation on a proposed Community Wealth Building Bill.

Case Study 5

Local Authority Community Planning Partnerships¹

As statutory partners NHSGGC contribute to the joint development and delivery of 6 Local Outcome Improvement Plans. Our role is to align and influence CPP priorities and plans to deliver whole system working for population health at local level and achieve improved health and wellbeing outcomes. Each CPP has different priorities and ways of working which requires close working relationships at different levels and by different teams across NHSGGC/HSCPs.

Our role as a partner includes:

- **Shaping CPP policy**, plans and priorities to maintain a consistent focus on health inequalities, wider determinants of health and the needs of vulnerable communities/groups
- **Collaboration where possible** to deliver localised procurement; local employability pathways and community asset transfer
- **Embedding Health in All Policies** principles and carrying out health scoping/impact assessment exercises on key CPP plans
- **Ensuring local population health and socio economic data informs the priorities**, plans and work of the CPP and partner organisations including NHSGGC
- **Providing evidence based and policy informed context** to influence the approach, programmes, projects or services developed.

¹https://www.eastdunbarton.gov.uk/filedepot_download/337031/3746

<https://www.west-dunbarton.gov.uk/media/4313518/west-dunbartonshire-plan-for-place.pdf>

https://eastrenfrewshire.gov.uk/media/8378/Community-plan-2018-to-2028/pdf/Community_Plan_2018_V4_FINAL_26_June_1.pdf?m=638029010808800000

https://www.renfrewshire.gov.uk/media/4598/Renfrewshire-Community-Plan-2017-to-2027/pdf/Renfrewshires_Community_Plan_2017_to_2027.pdf?m=1678105499957

<https://www.inverclyde.gov.uk/assets/attach/15956/08-Inverclyde-Alliance-Partnership-Plan-2023-33-2-.pdf>

<https://www.glasgowcpp.org.uk/CHttpHandler.ashx?id=39367&p=0>

Case Study 6

Local Employability Partnerships (LEPs)

A recent engagement exercise with all six LEPs recognised opportunity to strengthen NHSGGC engagement in local areas. Advocating for employability pathways for patient or care groups was a clear focus, with opportunities to strengthen pathways with wider social support from partner organisations identified. Developing connections with clinical services and clinical teams to promote employability programmes was also recognised. A further role to be developed includes promotion of NHSGGC as a local employer within the LEPs, including local recruitment and employability drives, such as those delivered with the Clyde Gateway Partnership.

Case Study 7

Child Poverty Action Planning Partnerships

NHSGGC has a duty to work with Local Authority partners together to mitigate and report on actions to reduce child poverty. The Local Child Poverty Action Reports (LCPARs) demonstrate a breadth of local action and partnership working toward the three drivers of child poverty; income from employment, income from social security and benefits in kind, and, costs of living. The role of NHSGGC is to:

- **Actively support the delivery of partner led actions**
- **Address child poverty** through our role as an employer; supporting staff with financial worries and actively supporting employability for key groups identified in the No One Left Behind programme
- **Deliver discreet NHS based actions**, such as co-located financial inclusion services; financial inquiry and referral within clinical pathways and actions to address poverty and equality related barriers to health care.

Case Study 8

Locality or Place Based Community Partnerships

Health Improvement are active partners in local planning arrangements aiming to strengthen community capacity and community resilience. The concept of 'Place' as a defined area and as a basis of community engagement; community planning; community prioritisation and budgeting has demonstrated a range of outcomes and benefits. Opportunities to strengthen skills and capacity to enable NHSGGC staff to support community capacity building and community development is a key strand of local partnership working. Active engagement with third sector interface partners and wider third sector and voluntary organisations, supports the delivery of shared priorities with health and wellbeing outcomes.