

NHS Board  
25 October 2023

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**SUBJECT: NHS Lanarkshire Strategic Anchor Plan**

**1. PURPOSE**

This paper is coming to the NHS Board

For Approval	<input type="checkbox"/>	For Assurance	<input type="checkbox"/>	For Noting	<input checked="" type="checkbox"/>
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**2. ROUTE TO THE NHS BOARD**

This paper has been:

Prepared	<input type="checkbox"/>	Reviewed	<input type="checkbox"/>	Endorsed	<input checked="" type="checkbox"/>
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by the Population Health & Primary Care and Community Services Governance Committee:

**3. SUMMARY OF KEY ISSUES**

*National position*

- 3.1 Anchor organisations are typically large employers with a strong local presence in an area. They can exert sizable influence on community wealth building through their commissioning and purchasing of goods and services, through their workforce and employment capacity, and by creative use of their services, facilities and land assets. Positive use of these aspects can affect social, economic and environmental change, contribute to positive health and wellbeing outcomes, and mitigate the impact of inequalities.
- 3.2 The Scottish Government Care and Wellbeing programme now includes an anchor work stream. The aim of this programme is to support Scotland's health and social care providers to become active anchor organisations to help to mitigate against some of the drivers of socioeconomic inequalities within their area.
- 3.3 As part of the Annual Delivery Plan requirements, all Boards are required to have a 3-year strategic anchor plan in place by the end of October 2023 with reference to how the plan supports: a 'prevention' public health approach; community wealth building; and, reducing child poverty.

- 3.4 Boards are also asked to set out how they are working in partnership with other local anchors to progress the plan and/or develop joint plans with reference to engagement with Local Employability Partnership(s) and Community Planning Partnership(s) and also to cross reference anchor actions to their Strategic Workforce Plan.
- 3.5 Public Health Scotland developed a draft Scottish anchor baseline assessment framework in June 2023 to support the national Care and Wellbeing Programme. This framework sets out 46 activities that can be taken by anchor organisations across 5 dimensions: *employer, procurement; environment, sustainability and assets; service design and delivery; and, becoming an exemplar anchor*. Each activity is considered on a four-step journey from a basic starting point (level 1) to best practice (level 4). The framework provides a useful guide as to the types of activities Boards should be considering as local anchors.

### ***Local position***

- 3.6 NHS Lanarkshire has a long history of operating as an anchor organisation with a strong inclusive culture and many positive examples of working in partnership on programmes which have focused on wider determinants of health including action on poverty, employability, green health, and staff health and wellbeing.
- 3.7 Over the last two years there has been a strong strategic commitment made to the anchor approach across NHS Lanarkshire with anchor principles embedded into NHS Lanarkshire Healthcare Strategy *Our Health Together* and reflected in the corporate objectives. An initial anchor baseline assessment was undertaken using the Joseph Rowntree Foundation (JRF) Anchor Progression Framework and investment has been supported for anchor related programmes of work including employability, procurement and child poverty. The contribution of NHS Lanarkshire as an anchor has also featured strongly in the Monklands Replacement Project (MRP), including the development of the Community Benefits Plan for the successful contractor.
- 3.8 NHS Lanarkshire is committed to further enhance its role as an anchor through more intentionally targeting opportunities and services to those who are most vulnerable and through shaping employability, procurement and asset strategies to be more inequalities focused. Crucial to this is how NHS Lanarkshire work with other anchors, notably the local authorities and voluntary and community organisations.
- 3.9 A workshop with strategic leads was held on 2<sup>nd</sup> August 2023 to transition the activities noted in the initial JRF assessment into the Scottish Anchor Assessment Framework and to agree priorities for the 3-year strategic anchor plan.
- 3.10 As outlined in Appendix 1, NHS Lanarkshire achieves a score of 3 or 4 for just over half of all activities in the baseline assessment which is to be commended. Positively, only one activity *3.5 Unnecessary use of plastic and reduction in single-use plastic* achieved a score of 1 and a review is planned for 2023/24 to help inform action in this area. All the remaining activities scored at level 2 however it is worth noting that progress made in these areas often met some, but not all, of the requirements for level 3.

- 3.11 It is recognised that anchor actions need to be realistic and achievable in the context of financial sustainability, waiting lists and workforce pressures but that we also need to challenge ourselves to be more intentionally using the levers available to us to mitigate inequalities.
- 3.12 The 20 actions that have been prioritised for the Strategic Anchor Plan focus on further developing areas of good practice identified from the anchor baseline assessment or more intentionally applying an inequalities anchor lens to existing programmes of work.
- 3.13 In order to streamline reporting, the actions from the NHS Lanarkshire cost of living anchor plan have been incorporated into the Strategic Anchor plan.
- 3.14 The importance of communications to raise awareness of anchor related work across the workforce and communities is key to gaining support for the overall programme and spreading good practice. The development of an anchor communication plan has therefore been identified as a key priority action.
- 3.15 It is recognised that the MRP provides an excellent opportunity to advance the role of NHS Lanarkshire as an anchor and test out new and innovative approaches through both the hospital build process as well as the regeneration of the existing site and this has been reflected in the action plan.
- 3.16 It is important to note that the activities outlined in the baseline assessment which are not reflected in the Strategic Anchor plan will continue to be delivered and reported as usual through their respective governance structures. It is proposed the baseline assessment scores and narrative for all 46 activity areas are updated annually as part of the overall anchor programme governance.
- 3.17 Delivery of the strategic anchor plan will require leadership, ownership and support from across the wider organisation as there is limited capacity within the relevant corporate teams (e.g. Procurement, Employability, Health Improvement) to support new ways of working without further investment.
- 3.18 Delivery of the plan will also require investing time to build on the local partnerships already in place with other anchors. NHS Lanarkshire is working closely with both local authorities, third sector organisations, and other local partners on Community Wealth Building strategies and are also key partners in the Local Employability Partnerships, Tackling Poverty Groups and Community Planning Partnerships.
- 3.19 NHS Lanarkshire are also contributing to national Anchor groups and networks including three Task and Finish groups for our role as an Employer. Unfortunately, there is not capacity with the local Procurement team to engage in national Task and Finish groups to better understand the barriers and enablers to enhancing spend on local progressive procurement however the outputs and learning from these national groups will be considered locally in due course.

#### 4. STRATEGIC CONTEXT

This paper links to the following:

Corporate objectives	<input checked="" type="checkbox"/>	AOP	<input checked="" type="checkbox"/>	Government policy	<input checked="" type="checkbox"/>
Government directive	<input checked="" type="checkbox"/>	Statutory requirement	<input type="checkbox"/>	AHF/local policy	<input checked="" type="checkbox"/>
Urgent operational issue	<input type="checkbox"/>	Other	<input type="checkbox"/>		

#### 5. CONTRIBUTION TO QUALITY

This paper aligns to the following elements of safety and quality improvement:

*Three Quality Ambitions:*

Safe	<input checked="" type="checkbox"/>	Effective	<input checked="" type="checkbox"/>	Person Centred	<input checked="" type="checkbox"/>
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*Six Quality Outcomes:*

Everyone has the best start in life and is able to live longer healthier lives; (Effective)	<input checked="" type="checkbox"/>
People are able to live well at home or in the community; (Person Centred)	<input checked="" type="checkbox"/>
Everyone has a positive experience of healthcare; (Person Centred)	<input checked="" type="checkbox"/>
Staff feel supported and engaged; (Effective)	<input checked="" type="checkbox"/>
Healthcare is safe for every person, every time; (Safe)	<input checked="" type="checkbox"/>
Best use is made of available resources. (Effective)	<input checked="" type="checkbox"/>

#### 6. MEASURES FOR IMPROVEMENT

- 6.1 The action plan sets out milestones to be achieved annually for the next three years and high level performance measures have been proposed for each action.
- 6.2 The Scottish Government are currently consulting with strategic groups on an appropriate set of metrics for measuring baseline activity in relation to: workforce; local procurement; and, use or disposal of land and assets for the benefit of the local community. A final set of metrics will be signed off by the Place and Wellbeing Programme Board in October.
- 6.3 The nationally agreed metrics will be reported to the NHSL Anchor Steering Group and to Population Health Primary Care Service Governance Committee as part of the overall monitoring of the anchor programme of work alongside measurement of our local milestones.
- 6.4 It is important to note that the anchor work programme is relatively new both nationally and locally, and opportunities to work with other anchors on common goals to support community wealth building are evolving. As this work programme develops it is anticipated actions and milestones may need to be reviewed and amended as new opportunities for anchor activity are identified and to reflect progress in relation to the national metrics.

## 7. FINANCIAL IMPLICATIONS

- 7.1 The strategic anchor plan covers a broad range of actions with responsibility across different Directorates and partnerships. Where additional resource is required this will be raised through the respective management structures and escalated to the Anchor Steering Group and Corporate Management Team as required.

## 8. RISK ASSESSMENT/MANAGEMENT IMPLICATIONS

- 8.1 The strategic anchor plan has risks and controls identified for each action. These will be monitored through the Anchor Steering Group.

## 9. FIT WITH BEST VALUE CRITERIA

This paper aligns to the following best value criteria:

Vision and leadership	<input checked="" type="checkbox"/>	Effective partnerships	<input checked="" type="checkbox"/>	Governance and accountability	<input checked="" type="checkbox"/>
Use of resources	<input checked="" type="checkbox"/>	Performance management	<input checked="" type="checkbox"/>	Equality	<input checked="" type="checkbox"/>
Sustainability	<input checked="" type="checkbox"/>				

## 10. EQUALITY AND DIVERSITY / FAIRER SCOTLAND DUTY IMPACT ASSESSMENT

Has an E&D /FSD Impact Assessment has been completed?

- Yes   
No

- 10.1 EQIAs have been completed on the strategies and plans that contribute to the overarching anchor plan e.g. NHSL Employability Strategy, NHSL Cost of Living Action Plan, Monklands Replacement Project Community Benefits Plan. An overarching EQIA has also been developed on the ambitions of the anchor assessment framework and action plan.

- 10.2 EQIAs will be undertaken for any new programmes of work that are undertaken as part of the plan and this will be monitored by the Anchor Steering Group.

## 11. CONSULTATION AND ENGAGEMENT

- 11.1 Consultation has been undertaken on the strategies and plans that contribute to the overarching anchor plan e.g. NHS Lanarkshire Cost of Living Action Plan, Monklands Replacement Project Community Benefits Plan.

- 11.2 Consultation will be undertaken for any new programmes of work that are undertaken as part of the plan and this will be monitored by the Anchor Steering Group.

11.3 NHS Lanarkshire are also working with partners to engage stakeholders and communities on the partnership approach to community wealth building and the role of NHS Lanarkshire as an anchor will be considered as part of this engagement process.

## 12. ACTIONS FOR THE NHS BOARD

The NHS Board are asked to:

Approve	<input type="checkbox"/>	Gain Assurance	<input type="checkbox"/>	Note	<input checked="" type="checkbox"/>
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## 13. FURTHER INFORMATION

For further information about any aspect of this paper, please contact;

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