

Report

Report to:	Community Wealth Building Commission
Date of Meeting:	28 February 2023
Report by:	Elsbeth Russell, Consultant in Public Health

Subject:	NHS Lanarkshire as an Anchor Organisation
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ update the Community Wealth Building (CWB) Commission on the work being undertaken by NHS Lanarkshire (NHSL) to harness its ambitions as an inclusive anchor organisation and to describe how this programme of work will be taken forward within the context of the development of the new healthcare strategy *Our Health Together*.
- ♦ highlight to the Commission that, in light of the current cost of living crisis, NHSL has recently developed a cost of living delivery plan, aligned to its role as an anchor. This plan sets out the actions the organisation is taking to support the financial wellbeing of patients, carers and staff.

2. Recommendation(s)

2.1. The Commission is asked to approve the following recommendation(s):-

- (1) to consider opportunities through the Commission for NHS Lanarkshire to work collaboratively with other local anchors to maximise collective impact across the anchor pillars.

3. Background

- 3.1. CWB is a progressive approach to economic development which aims to retain opportunities and wealth in communities for the benefit of the local population. This is achieved by harnessing the economic and social power of locally rooted organisations, often referred to as local anchors.
- 3.2. Anchor organisations are big and locally rooted organisations including the NHS, local authorities, colleges and universities, and private businesses with local headquarters. As they employ many people, spend substantial amounts of money, own and manage land and assets, and often deliver crucial services, they have a considerable impact on local communities and economies. Further, they are historically rooted in the physical area, intrinsically connected to the local community and are pivotal to wellbeing.
- 3.3. Anchor organisations are pivotal to CWB as a result of the scale at which they operate. They can make a positive influence on a local area by just being there and the decisions they take about how they operate can significantly enhance their contribution to local economic growth and inclusion.
The way in which anchors operate, deliver services, buy goods and interact with other local organisations and the community can add significantly to local

employment, business growth, skills, incomes, health and wellbeing. It can help places to thrive and become places where people want to live and businesses want to invest, setting them on a path to long term success and shared prosperity.

- 3.4. As noted by the Joseph Rowntree Foundation (JRF), there are 5 areas of activity where anchor organisations can make a difference¹:-
- ◆ As an **employer** – policies on recruitment, pay and conditions, progression and health can support inclusion goals and lower paid workers and help organisations to recruit and retain staff and fully tap the talents of their workforce.
 - ◆ Through **procurement** of goods, services and infrastructure, which can be designed to support local business and job opportunities, recirculate wealth and bring community benefits, while still getting buyers the right price and quality, and often improved supply chain resilience, responsiveness and relationships.
 - ◆ Through **environment and assets** – by adopting targets, policies and actions to respond to the climate emergency, reduce energy, waste and pollution, and create better built and natural environments, and collaborating in place making and using assets to support local communities, all of which can also reduce inequalities.
 - ◆ Through **products and service delivery** – public sector and community anchors can deliver services in ways designed to help those facing poverty and disadvantage.
 - ◆ Through **corporate and civic behaviours** – organisations can embed ‘anchors thinking’ across their own ethos, planning and actions, and work with other anchors to systematically share good practice, help each other succeed and deliver enhanced positive impacts for their people and places.
- 3.5. The Scottish Government recently launched a Care and Wellbeing programme which includes an anchor workstream. 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.
- 4. NHS Lanarkshire Anchor Baseline Assessment and Action Plan**
- 4.1. The JRF, in partnership with Leeds City Council, developed an Anchor Progression Framework as a tool for organisations to use to self-assess where they are now against 5 anchor pillars (attached).
- 4.2. In the absence of a Scottish toolkit, work was undertaken in 2022 to scope out the NHSL baseline position as an anchor organisation against each of the pillars using the JRF progression framework. This has entailed sharing the template with key senior leaders and also having focused meetings with leads to assess current position for each pillar, future actions and governance arrangements.
- 4.3. Public Health Scotland is also currently developing a Scottish anchor assessment framework to support the national Care and Wellbeing programme. It is anticipated Boards will be expected to report on this new assessment framework as part of annual performance monitoring in due course.
- 4.4. Overall, NHSL performs well across many of the anchor pillars and this reflects long standing inclusive values and also national and local strategic priorities which have supported action in these areas.
- 4.5. Given the size and reach of the organisation, there are opportunities for NHSL to further enhance its role and influence as an anchor, particularly with regards to

¹ Harnessing the power of anchor institutions – a Progression Framework (2020)
<https://www.inclusivegrowthleeds.com/sites/default/files/2022-05/Progression%20Framework%202021%20Updated%20Final.pdf>

targeting opportunities and services to those who are most vulnerable and through further developing employability, procurement and asset strategies.

- 4.6. Actions have been identified by strategic leads to maintain performance or support progression to the next level in the progression framework. Whilst not exhaustive, a snapshot of areas where NHSL has made progress as an anchor are outlined below:-

Anchor Pillar	Examples of Actions to Date
Employer	<ul style="list-style-type: none"> ◆ Living wage employer accreditation maintained ◆ Enhanced staff health and wellbeing support since Covid-19 and staff health and wellbeing strategy in place with action plan in development ◆ Enhanced participation in a range of employability programmes and draft employability strategy developed with a strong focus on supporting employability for key vulnerable groups and equality groups ◆ Reviewing actions to encourage uptake of pensions and other staff benefits, particularly by lower paid staff ◆ As part of the cost of living delivery plan, taking forward actions to support staff to access financial wellbeing supports
Procurement	<ul style="list-style-type: none"> ◆ Procurement Strategy in place with targets to increase local spend ◆ Further embedding a Fair Work First approach within the procurement process ◆ Engagement in the Supplier Development Programme as part of a one-year commitment and participation in 'meet the buyer' events ◆ Promote the NHS Community Benefits Gateway programme
Environment and assets	<ul style="list-style-type: none"> ◆ Use of social value criteria for all new builds and development of a draft community benefits plan for the new University Hospital Monklands ◆ Working with partners on co-location of services and asset transfers ◆ Increasing scores on NHS Scotland Sustainability Assessment Tool (NSAT) and development of a NHSL Sustainability and Climate Change strategy ◆ Developing opportunities for digital appointments and interventions to support reduced need to travel ◆ Use of NHS sites and communication channels to promote awareness of financial wellbeing supports to patients, carers and staff
Service delivery	<ul style="list-style-type: none"> ◆ Connect and build a public health intelligence hub across the system in order to better understand the populations we serve from an inequalities perspective ◆ Embedding use of integrated Equality Impact Assessment across all <i>Our Health Together</i> workstreams. ◆ <i>Our Health Together</i> is being developed with enhanced stakeholder and consultation, as part of commitment towards co-designed approaches ◆ Range of actions in the Cost of living delivery plan which will support patients and carers to access financial wellbeing support, especially routine enquiry for financial wellbeing and social prescribing
Corporate and civic duties	<ul style="list-style-type: none"> ◆ Ensure the role of NHSL as an anchor is a core theme of <i>Our Health Together</i>, both strategically and within all service areas ◆ Further develop opportunities to engage locally, regionally and nationally with other anchors to share practice and learning including participation in Glasgow City Region sub groups ◆ Develop an evaluation framework to demonstrate return on investment in anchor programmes ◆ Work with a range of strategic and local community planning partnerships to embed actions which will contribute to tackling poverty, particularly child poverty and the wider impacts of the cost of living crisis

- 4.7. Going forward, NHSL aims to capitalise on the opportunities afforded through the development of the new healthcare strategy *Our Health Together* to intentionally “do

things differently” and strengthen anchor commitments. Critical to this aim is working collaboratively with other local anchors to share learning and build on the existing strong partnerships already in place locally.

- 4.8. Whilst actions need to be realistic and achievable in the context of financial uncertainty, waiting list backlog, and workforce pressures, maximising organisational commitments as an anchor can positively impact on these pressures over the longer term as actions which address wider determinants of health will help to reduce failure demand, contribute to positive health outcomes and most importantly, reduce health inequalities.
- 4.9. An anchor workshop is being planned for spring 2023 to review the NHSL anchor baseline assessment in light of the national programme and framework. This will help to prioritise key actions and performance monitoring measures going forward.

5. Employee Implications

- 5.1. The employer pillar of the anchor framework includes actions to support staff health and wellbeing. The service delivery pillar includes designing services to be inclusive and inequalities focused. This may require staff to take different approaches to how services are delivered however staff will be fully engaged in service redesign processes where these are required.

6. Financial Implications

- 6.1. Additional resource requirements to support delivery of anchor actions will be identified by strategic leads and escalated where appropriate to the Corporate Management Team.

7. Climate Change, Sustainability and Environmental Implications

- 7.1. The environmental and assets pillar of the anchor framework supports organisations to take actions which support environmental sustainability.

8. Other Implications

- 8.1. None.

9. Equality Impact Assessment and Consultation Arrangements

- 9.1. Integrated equality impact assessments will be undertaken by each of the *Our Health Together* workstreams and will also be undertaken on the full anchor action plan once this is finalised.

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Contact for further information

If you would like to inspect the papers or want further information, please contact:-

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