

**NHS Greater Glasgow and Clyde's
Anchor Strategic Delivery Plan 2023 to 2026**

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 \(hscp.scot\)](#)

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. The... Continue reading >Room to 'Gro' at the QEUH as work begins on new garden
www.nhsggc.scot

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 \(wdhscp.org.uk\)](#)

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 \(scot.nhs.uk\)](#)

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 NHSGG&C 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

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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

¹ 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>

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.