

NHS Ayrshire & Arran



Meeting:	Ayrshire and Arran NHS Board
Meeting date:	Monday 7 October 2024
Title:	Anchor/Community Wealth Building (CWB) Annual Report Year 2 - August 2023 to August 2024
Responsible Director:	Kirstin Dickson, Director of Transformation and Sustainability
Report Author(s):	Elaine McClure, Assistant Director Engagement, Communications and Programmes Michelle Connelly, Senior Programme Manager

1. Purpose

This is presented to NHS Board members for:

- Discussion

This paper relates to:

- Government policy/directive
- Local policy
- NHS Board Anchor/Community Wealth Building Strategy

This aligns to the following NHS Scotland quality ambitions:

- Safe
- Effective
- Person Centred

2. Report summary

2.1 Situation

The Anchor/CWB Year 2 Annual Report 1 August 2023 to 1 August 2024 is presented to the Board in Appendix 1.

The report aims to provide the Board with assurance that progress has been made to deliver an NHS Ayrshire & Arran Anchor/Community Wealth Building (CWB) Strategy in line with requirements of the NHSScotland Annual Delivery Plan 2024.

The report shares progress to-date on building our Anchor/CWB programme demonstrating some of the work carried out during year 2 of the programme.

The Anchor/CWB strategy was presented to the Corporate Management Team on 26 September 2023 and to the Board meeting 9 October 2023. Following approval by CMT and the Board the strategy was submitted to Scottish Government on 27 October 2023.

2.2 Background

Community Wealth Building (CWB) is an internationally recognised model of economic development which tackles long standing challenges facing local, regional and national economies. CWB considers the ways in which wealth is generated, circulated and distributed, providing an alternative people-based approach to traditional economic development redirecting wealth back into local economies.

CWB aims to reduce the flow of wealth out of communities by increasing local investment, keeping spend local, making better use of local assets, creating more secure and better paid jobs and more locally rooted, ‘generative’ businesses that share the wealth they create with workers, consumers and communities. This ensures our collective wealth works better for people, the place and the planet.

The Scottish Government is committed to CWB as a key means of addressing the challenges posed by post-Covid recovery, and the climate crisis, while tackling child poverty and entrenched inequalities. The Scottish Government is taking forward a Community Wealth Building Bill to enable more local communities and people to own, have a stake in, access and benefit from the wealth the Scottish economy generates.

The CWB Bill will cement and augment the role local authorities and other public sector anchor organisations, such as the NHS, play in supporting local economic development and advancing a wellbeing economy, legislating for them to consider their economic footprint within a wider place system. The Scottish Government consultation on CWB legislation² closed on 09 May 2023 with legislation expected to be forthcoming.

CWB and development of territorial Health Boards as anchor institutions falls within the Scottish Government Care and Wellbeing portfolio. Care and Wellbeing is the key NHS reform vehicle to improve population health; address inequalities and improve system sustainability.

Care and Wellbeing work supports the Scottish Government’s mission to: tackle poverty and protect people from harm; create a fairer, green and growing economy; and prioritise our public services, as set out in: equality opportunity community new leadership – A Fresh Start



Figure 1: Scottish Government Care and wellbeing Portfolio

The Planning Priorities for 2024/25 (as detailed in the 24/25 NHS Scotland Delivery Plan Guidance) request that NHS Boards set out within section 6 – Health inequalities and population health how we will enhance planning and delivery of the approach to

tackling health inequalities and improving population health. The specific action aligned to Community Wealth Building is as follows:-

- **How they will redirect wealth back into their local community to help address the wider determinants of health inequalities, through actions set out in their “Anchors Strategic Plan”**

2.3 Assessment

Appendix 1, the NHS Ayrshire & Arran Anchor/CWB Year 2 Annual Report August 2023 to August 2024 shares progress to-date on building our Anchor/Community Wealth Building programme demonstrating some of the work carried out during year 2 of the programme.

Our anchor work should not be viewed as an additional one-off programme of work but should encompass how we better use our assets to do what we already do: employ people, buy goods and services, manage our land, buildings and the environment and form partnerships.

The NHS Ayrshire & Arran Anchor/CWB Programme currently faces challenges in progress of the programme and delivery of planned actions across all programme pillars due to limited designated resources being available.

2.3.1 Quality/patient care

We seek to balance reforming and stabilising our services. Systems and procedures Caring for Ayrshire (CfA) provides a platform to transform health and care services across Ayrshire & Arran enabling people to access the care they need closer to home, where it is safe and practical to do so. The Community Wealth Building programme sees NHS Ayrshire & Arran identify as an anchor institution where the socio-economic benefit of decisions taken as part of Caring for Ayrshire will be visible in communities throughout Ayrshire.

CWB work plans have been established and implemented for Procurement, Fair Work/ Workforce and Financial Powers. Further Anchor/CWB work plans are being progressed to provide assurance on the progress and development of the Community Wealth Building programme.

2.3.2 Workforce

Under the Financial Powers pillar of our Anchor/CWB programme the Staff Financial Inclusion and Wellbeing group continues to raise awareness and signpost staff to support information and resources regarding the Cost of Living crisis.

The Fair Work/Workforce pillar of our Anchor/CWB programme aims to make NHS Ayrshire & Arran the best place to work by supporting, enabling, and empowering implementation of Fair Work practices through improved policy and practice enabling recruitment and retention of a workforce representative of the local population.

2.3.3 Financial

The Financial Powers pillar of our Anchor/CWB programme will ensure that NHS Ayrshire & Arran flows of investment and spending works for local people, communities and businesses to grow the local economy.

2.3.4 Risk assessment/management

The Anchor/CWB Programme Board has established a programme risk register. The NHS Ayrshire & Arran Anchor/CWB Programme currently faces challenges in progress of the programme and delivery of planned actions across all programme pillars due to limited designated resources being available.

2.3.5 Equality and diversity, including health inequalities

An Anchor/CWB programme EQIA Assessment for relevance form was completed and submitted to CMT along with the Board Anchor/CWB strategy.

2.3.6 Other impacts

- **Best value**
Successful management and delivery of our Anchor/CWB Building programme will require leadership and engagement with our partners, staff and citizens. The Local Councils and Health and Social Care Partnerships and Ayrshire Chamber of Commerce members (through the Regional Strategy Delivery Group) have increasing influence on delivering local Community Wealth Building benefits and NHS Ayrshire & Arran continues to participate in local and national established Anchor networks.
- **Compliance with Corporate Objectives**
Delivery of our Community Wealth Building aims supports the following corporate objectives to:
 - Protect and improve the health and wellbeing of the population and reduce inequalities;
 - Attract, develop, support and retain skilled, committed, adaptable and healthy staff and ensure our workforce is affordable and sustainable; and
 - Deliver better value through efficient and effective use of all resources.
 - Local outcomes improvement plans, community planning etc.

As part of a culture change across Ayrshire towards common anchor values, delivery of the NHS Ayrshire & Arran Anchor/CWB programme provides a practical response to current economic issues. The Anchor/CWB programme will provide a new economic approach to support creation of a fair Ayrshire economy enhancing local wealth, reducing poverty and inequality through investing and spending locally, creating fair and meaningful employment, designing and managing our buildings, land and assets to maximise local and community benefits and reducing our environmental impact.

2.3.7 Communication, involvement, engagement and consultation

The Board has carried out its duties to involve and engage external stakeholders where appropriate in the Community Wealth Building Programme:

- A Community Wealth Building communications plan has been developed and continues to evolve to ensure that NHS Ayrshire & Arran ambitions, vision and civic duties are communicated to staff and partners;
- Community Wealth building information bulletins have been published to introduce the ethos and topic of Community Wealth Building to staff and to indicate to partners that our CWB journey has begun;
- Regular CWB staff and partner update bulletins are developed and published;
- Regular NHS Ayrshire & Arran CWB update presentations are provided at the Ayrshire Anchor commission and Lead Officers group and NHS Boards Anchor Institutions peer network;
- Attendance at the Regional Strategy Delivery Group will ensure that regional economic partnership opportunities are explored; and
- A Community Wealth Building stand has been available at Caring for Ayrshire events to provide the opportunity to network with staff and stakeholders.

2.3.8 Route to the meeting

Community Wealth Building Programme Board meetings and content from CWB pillar leads has informed the development of the content presented in this report. Appendix 1, the Anchor/CWB Year 2 Annual Report August 2023 to August 2024 was virtually approved by the Programme Board on 11th September 2024 and presented to Corporate Management Team on 24th September 2024.

3. Recommendation

For discussion. NHS Board Members are asked to discuss the contents of Appendix 1, the Anchor/CWB Year 2 Annual Report August 2023 to August 2024 and be assured by the Community Wealth Building Programme update and regular reporting to the Integrated Governance Committee and Corporate Management Team.

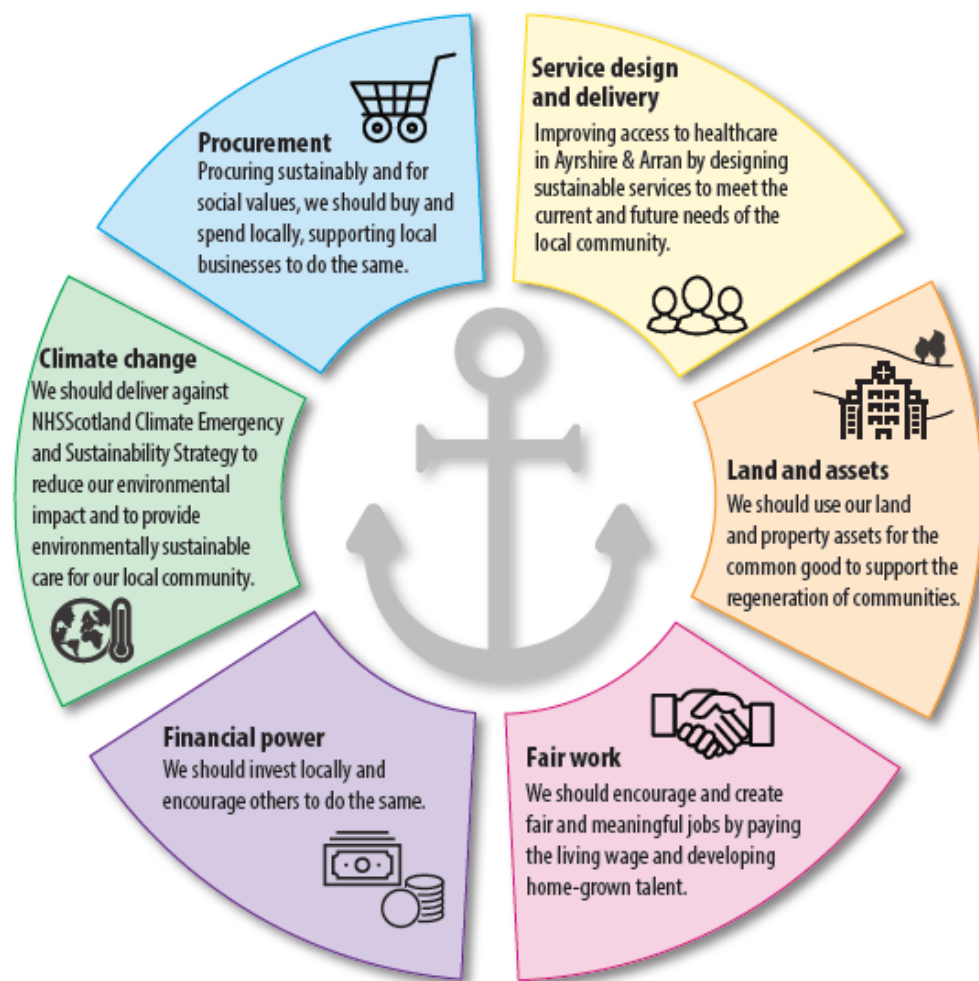
4. List of appendices

The following appendices are included with this report:

- Appendix 1, NHS Ayrshire & Arran Anchor/CWB Year 2 Annual Report 1 August 2023 to 1 August 2024

Anchor/Community Wealth Building (CWB) Annual Report

Our work as an Anchor institution



Contents

1. Introduction and background to our Anchor/CWB ambitions.....	4
1.1 Why do we need to take an Anchor/CWB approach?	4
2. Our Anchor/CWB Programme	9
3. Anchor/CWB Principles in Action	11
3.1 Partnership and collaboration.....	11
4. Workforce/Fair Work.....	12
4.1 Employability/Recruitment in NHS Ayrshire & Arran	12
4.1.1 Employability Programmes.....	12
4.2 Ayrshire College Placements	16
4.3 Employment Careers outreach work.....	16
4.4 Living Wage Employer	16
4.5 Relevant workforce accreditation	17
4.6 Support for Distributed Working.....	17
5. Procurement.....	19
5.1 Local Procurement Spend.....	19
5.2 Social Values in NHS Ayrshire & Arran Contracts	19
5.3 Community Benefits.....	20
5.4 Fair Work First	22
5.5 Supplier Engagement	22
5.6 Anchor/CWB Procurement communications.....	24
6. Land and Assets.....	26
6.1 NHS A&A Property asset list and single point of contact	26
6.2 Community Asset Transfers.....	26
6.3 Access to NHS A&A Land/Scottish Outdoor Access Code	27
7. Financial Powers	28
7.1 Financial Inclusion and provision of support during the cost of living crisis.....	28
7.1.1 NHS A&A Cost of Living web page	28
7.1.2 Child Poverty and Financial inclusion pathway training.....	28
7.1.3 Managers Cost of Living Training	29
7.1.4 Promotion of NHS Staff Discounts.....	29
7.1.5 Food Cost of Living assistance.....	30
7.2 Supporting staff financial stability.....	31
7.3 Staff Pensions.....	32

7.4 Support of the Shop Local campaign	33
8. Climate Change.....	34
8.1 NHS Ayrshire & Arran Climate Change Communications and Engagement...	34
8.2 Active travel and sustainable transport	36
8.2.1 Active travel and transport initiatives.....	36
8.2.2 Business Travel	37
8.2.3 Reducing the Need for patient travel.....	37
8.2.4 Encouraging staff use of Public Transport	37
8.2.5 Staff induction active and sustainable travel sessions	37
8.2.6 Improvement to NHS Ayrshire & Arran Cycle infrastructure.....	39
8.2.7 Promotion of the staff Cycle to Work Scheme	39
8.2.8 Cycle Friendly Employer Awards	39
8.2.9 Staff EV salary sacrifice scheme.....	40
8.2.10 Improved staff access to active travel and sustainable travel information..	40
8.2.11 Staff opportunities to hire an e-bike	40
8.2.12 Active Travel and Dr Bike sessions.....	41
8.2.13 Ayrshire Central Hospital Bike Amnesty.....	41
8.2.14 16 days of action on activity 2023.....	42
8.2.15 NHS Ayrshire & Arran staff travel surveys	42
8.3 Electrification of NHS Fleet & Provision of charging infrastructure.....	42
8.4 Greening the Estate and Green Health.....	43
8.4.1 Greening the Estate Governance.....	43
8.4.2 Green Health.....	43
8.4.3 Local Development Plan and place-based partnership working.....	43
8.4.4 Ayrshire - Local Heat and Energy Efficiency	47
8.5 Ayrshire Clean Green Growth workstream.....	47
8.6 Patients energy efficiency in the home ECO4 Route 3 applications	47
9 Service	48
10. Glossary	49
11. References	51
12. Appendices.....	52

1. Introduction and background to our Anchor/CWB ambitions

1.1 Why do we need to take an Anchor/CWB approach?

Population health depends on much more than just healthcare services. It is shaped by the social, economic, commercial and environmental conditions in which people are born, grow, live, work and age. Unfair differences in income, wealth and power are important drivers of health and health inequalities in Scotland. Our lives are affected by the communities in which we live. For people to thrive the building blocks of a healthy society all need to be in place ¹.

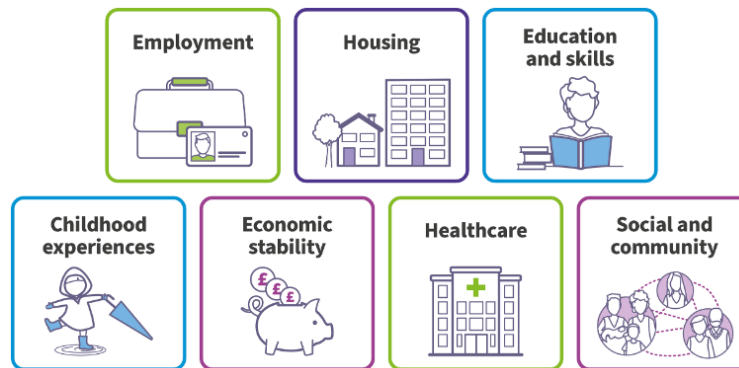


Figure 1: Building Blocks of health, Source: Public Health Scotland

These building blocks or social determinants of health impact our health and wellbeing and can drive widening health inequalities. Health inequalities are the “unfair and avoidable differences in health across the population, and between different groups in society” ².

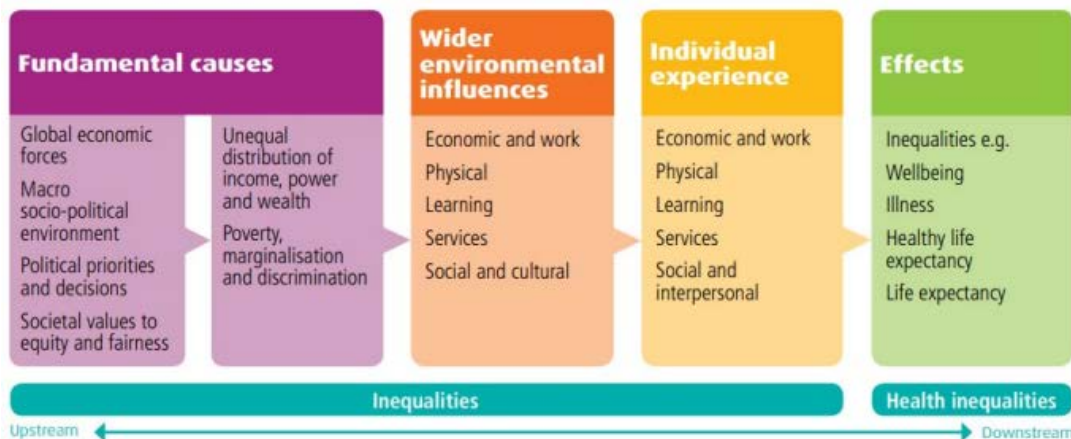


Figure 2: fundamental causes of inequality that influence health, NHS Health Scotland

These social (also known as wider) determinants of health ³ influence 80 per cent of a person’s health – long before they attend healthcare services. These factors explain why people born into the poorest communities have shorter lifespans, and fewer years in good health, than people born into the richest communities. The COVID-19 pandemic has also highlighted the impact of health inequalities within the population, with the pandemic having a disproportionate impact on those who are already facing disadvantage and discrimination such as those living in poverty, the homeless etc.

Table 2 below shows the 2022/23 local position and you’ll see across Scotland, North and East Ayrshire have the 1st and 5th largest and South Ayrshire has 11th

highest percentage of children living in relative poverty, with 29.2%, 27.9% and 25.0% respectively, which are all in excess of the Scottish average^[1]. Estimating that in 2022/23, 18,394 children in Ayrshire and Arran were living in relative poverty AHC. This is 132 more children than in 2021/22 when it was 18,262.

Table 2: Estimates of children living in relative poverty, below 60% median income after housing costs (AHC), by Scottish LA (2022/23)

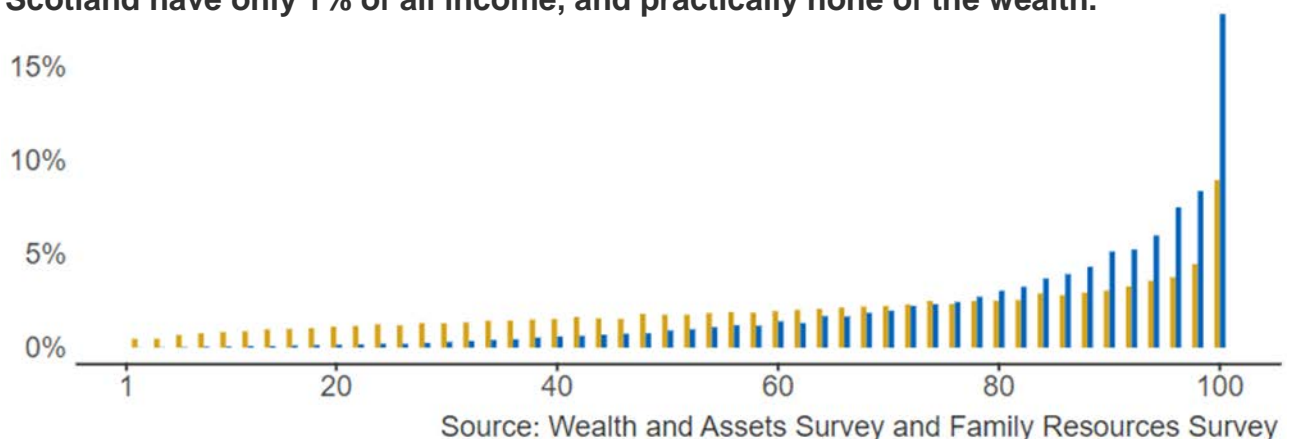
Local Authority	Number	Percentage
	2022/23	2022/23
Glasgow City	36348	32.9
North Ayrshire	7181	29.2
Clackmannanshire	2813	29.2
Dundee City	7391	28.2
West Dunbartonshire	4728	28.0
East Ayrshire	6342	27.9
North Lanarkshire	18264	26.9
Dumfries and Galloway	6841	26.9
Fife	18711	26.6
Falkirk	7882	26.2
Inverclyde	3600	26.1
South Ayrshire	4871	25.0
Angus	5147	24.9
West Lothian	9440	24.6
Renfrewshire	7944	24.0
Moray	4182	23.9
Scottish Borders	4937	23.6
South Lanarkshire	14641	23.6
Argyll and Bute	3258	23.5
Highland	9776	23.3
Midlothian	4592	23.2

^[1] 'Local child poverty indicators 2022/23– estimates of rates, after housing costs' - the data here included can be found at: <https://act.cpaq.org.uk>, accessed 25/06/2024.

Local Authority	Number	Percentage
	2022/23	2022/23
Aberdeen City	8476	21.8
Perth and Kinross	5750	21.7
East Lothian	4679	21.3
Stirling	3499	20.8
City of Edinburgh	17907	20.4
Orkney Islands	786	19.3
Na h-Eileanan Siar	860	18.5
Aberdeenshire	8846	16.5
Shetland Islands	765	16.4
East Dunbartonshire	3440	15.7
East Renfrewshire	3247	14.0

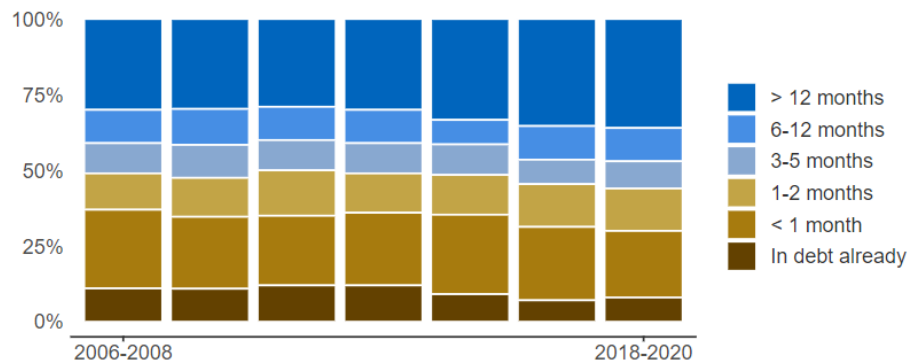
Compared to the rest of Scotland, looking at the Ayrshire workforce 23% of adults in our least well off areas are classed as 'employment deprived' (Appendix 1) those in the Ayrshire workforce also have fewer qualifications, and Ayrshire is forecast to experience less economic growth and greater reductions in workforce in the short and medium-term (Appendices 2 and 3) .

[Scottish Government wealth statistics \(April 2018 to March 2020\)](#) ⁵ show that wealth is even more unequally distributed than income in Scotland with the 2% top income households in Scotland having 9% of all income and the wealthiest 2% of all households in Scotland having 18% of all wealth. **The bottom 2% households in Scotland have only 1% of all income, and practically none of the wealth.**

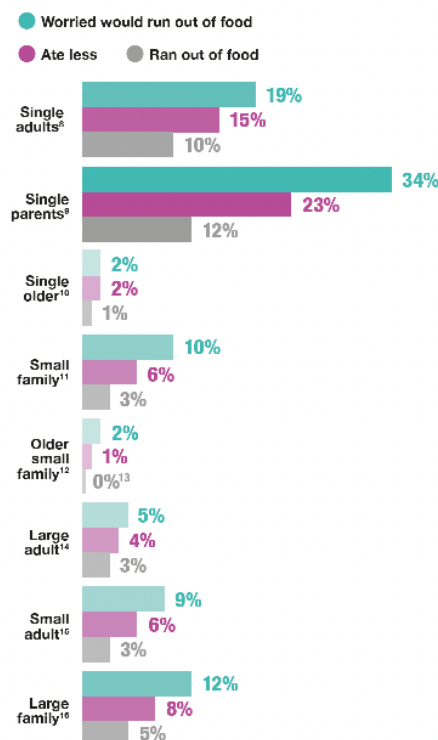


[Scottish Government report Wealth in Scotland 2006-2020](#)⁵ also show **30% of households in Scotland did not have enough savings to keep them above the poverty line for one month.**

Share of households whose savings, if replacing all income, would keep them above the poverty line for different lengths of time, Scotland



There is also a growing problem in Scotland relating to food insecurity. A person is classed as being food insecure if they “lack regular access to enough safe and nutritional food, for normal growth and development, and an active healthy life. This may be due to unavailability of food and/or lack of resources to obtain food”. Food insecurity information for Scotland is collected via the [Scottish Health Survey](#)⁶ which showed in 2021 that 9% of adults in Scotland experienced food insecurity in the preceding 12 months, defined as worrying about to run out of food due to lack of money or other resources.



Across NHS Ayrshire & Arran, East Ayrshire reported the highest level of food poverty concern with 13% of the population surveyed expressing concern compared to the Scottish percentage of 9%. North Ayrshire and South Ayrshire were below this at 8% each.

Widening inequalities and growing pressures on health care services in recent years has prompted questions about the role and responsibility of large organisations such as Health Boards to tackle the wider determinants of health and to act as “anchor institutions”. The role of NHS organisations as anchor institutions was identified by the Health Foundation in 2019. Since then, there’s been a growing understanding of the many benefits that can be realised through NHS Anchor/CWB approaches.

The above information helps to illustrate that there is a clear need for the NHS to make a broader contribution to people’s lives. The size, scale and reach of the NHS means it is uniquely positioned to positively influence the social, economic and environmental factors that help create the conditions for good health.

Anchor institutions are large organisations that are unlikely to relocate and have a significant stake in their local area. They have sizeable assets that can be used to support their local community’s health and wellbeing and tackle health inequalities, for example, through procurement, training, employment, professional development, and buildings and land use.

NHS Ayrshire & Arran is a powerful anchor institution employing approximately 11,345 staff (as at FY 2023/2024), spending £147,360,092 on goods and service in 2023/2024 and controlling significant land and assets in Ayrshire. As such we are well positioned to take an Anchor/CWB approach and a role beyond the boundaries of our hospitals and community services to consciously using our assets, resources and spending power to maximise social, economic and environmental benefits supporting communities in Ayrshire & Arran to improve health and reduce health inequalities. As an organisation we have the potential to impact on some of the key social determinants of health which drive health inequalities.

By being more mindful and targeted in the ways our organisational resources and mechanisms are used, NHS Ayrshire & Arran can maximise the positive impact it has on its local communities in Ayrshire & Arran contributing to a greener, healthier and more sustainable Ayrshire.

2. Our Anchor/CWB Programme

NHS Ayrshire & Arran formed an Anchor/Community Wealth Building Programme Board which first met on 02 June 2022. On 25 July 2022, the Board appointed a Senior Programme Manager Community Wealth Building on a two-year secondment basis to 25 July 2024. Our Anchor/Community Wealth Building programme and revitalised Programme Board commenced on 23 August 2022.

The programme is governed through the Community Wealth Building/NHS as an Anchor Organisation Programme Board and reports into the Chief Executive Management Team and Integrated Governance Committee.

Our three year Anchor/CWB strategy ⁷, submitted to Scottish Government on 18 Oct 2023 and published 17 January 2023 to staff, partners and the general public, sets out our ambition along with our Ayrshire Anchor partners to support creation of a fair Ayrshire wellbeing economy which enhances local wealth, reduces poverty and inequality through investing and spending locally, creating fair and meaningful employment, designing and managing our buildings, land and assets to maximise local and community benefits and reduce our environmental impact.

The strategy aligns across the five traditional pillars of community wealth building and climate change as listed in the table below with senior managers leading on our Anchor/CWB actions. The Scottish Government Anchor workstream aims to enable health and social care bodies to operate as effective anchor institutions and focuses on procurement workforce and land and assets.

Workstream/Pillar	Lead Officer
Fair Work/Workforce	Director of Human Resources
Procurement	Head of Procurement
Land & Assets	Assistant Director of Infrastructure & Support Services (ISS), (Programmes), Property & Capital Planning
Climate Change	Assistant Director of Infrastructure & Support Services (ISS), Estates and Support Services
Financial Powers	Assistant Director of Public Health
Service/Plural/Diverse Ownership	Director of Sustainability and Transformation

Meeting our anchor responsibilities by implementing community wealth building is not a short term project or additional one-off programme of work it is a long-term intention by the Board to use its assets and resources to do what we already do: employ people, buy goods and services, manage our land, buildings and the environment and form partnerships.

Our work as an anchor organisation links to our strategic objectives in particular our ambitions to:

- attract, develop, support and retain our workforce creating a culture with staff wellbeing, quality and person centeredness at the forefront of all we do.
- achieve our Caring for Ayrshire Ambitions to deliver significant reform to healthcare services in Ayrshire and Arran.
- protect and improve the health and wellbeing of the population and reduce inequalities through advocacy, prevention and anticipatory care, in particular in response to the COVID19 pandemic and the syndemic impact on our communities.
- deliver better value through efficient and effective use of all resources.

This report marks the end of year two of our Anchor/Community Wealth Building Programme and sets out key achievements during year two.

We hope this report helps our Directorates, departments and staff to consider and think about the many ways the NHS in collaboration with local partners contributes to Community Wealth Building in Ayrshire.

3. Anchor/CWB Principles in Action

3.1 Partnership and collaboration

In Scotland, CWB and development of territorial Health Boards as anchor institutions falls within the Scottish Government Care and Wellbeing portfolio ⁸. Care and Wellbeing is the key NHS reform vehicle to improve population health; address inequalities and improve system sustainability.

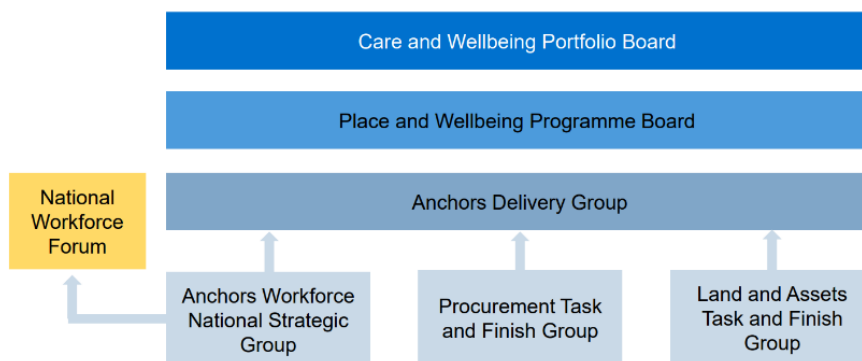


Figure 3: NHS Anchor Governance in Scotland

At a national NHS level NHS Ayrshire & Arran are key active participants in the Health and Social Care Anchors Peer Learning Network supported and organised by Public Health Scotland. Our officers also actively participate in the national (Scottish and United Kingdom (UK) wide) Health Anchors Network ⁹ discussions led by Centre for Local Economic Strategies (CLES) ¹⁰.

Appendix 1 shows the Anchor/CWB programme governance and links to the Ayrshire Community Wealth Building Commission ¹¹. As a member of the Ayrshire CWB Commission NHS Ayrshire & Arran is committed to embedding CWB principles into our organisational strategy and processes. By working in partnership in Ayrshire we can identifying initiatives, share ideas and collaborate, incremental work can be strengthened and extended.



Figure 4: Organisational chart Ayrshire Community Wealth Building groups

4. Workforce/Fair Work

Our Anchor/Fair work workstream is led by our Organisation and Human Resource Development Directorate. The workstream links to our Employability Strategy and Workforce plan. In financial year 2023/2024 work has focused on employability and careers outreach.

4.1 Employability/Recruitment in NHS Ayrshire & Arran

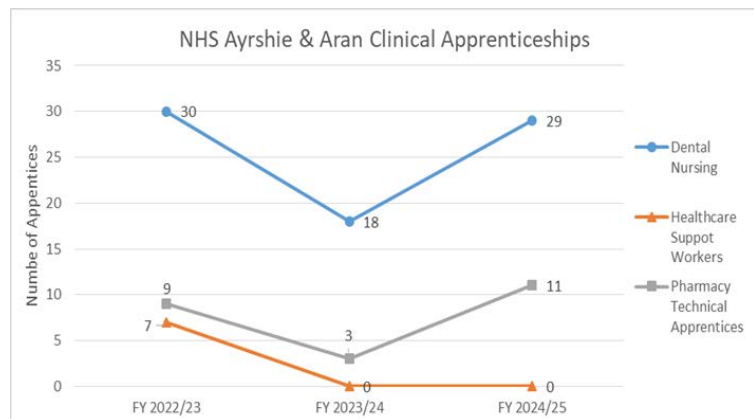
4.1.1 Employability Programmes

Apprenticeships

Each year NHS Ayrshire & Arran promotes and encourages opportunities for Modern Apprenticeships across a range of clinical and non-clinical services.

The Board's apprenticeships provide training programmes that deliver valuable work experience, specific skills and enable apprentices to gain recognised qualifications boosting their careers. OH&RD continue to collaborate with operational leads to explore further opportunities within Medical Records, Finance, Procurement, AHPs and Health Care Science.

- **Clinical Apprenticeships**



Business and Administration Apprentices

In FY 2023/2024 Public Health agreed to employ a fixed term one year Business and Administration apprentice recruited through the standard NHS Ayrshire & Arran recruitment process and supported by the NHS A&A Employability Advisor. The apprenticeship provided candidates with the opportunity to complete a level 6 SVQ in business administration and to work within the Health Improvement team as a training assistant.

One suitable candidate was selected and appointed to the role of Public Health Business Administration Modern Apprentice with a specific remit relating to Health Improvement training. On completion of the 2023/2024 Public Health modern apprenticeship programme the chosen apprentice Kristi McCormack has gone on to secure a permanent Band 3 role within North Ayrshire Health and Social Care Partnership, Neurodiversity Team.

Modern Apprenticeship Week 2024

Kirsti McCormack - Business and Administration Apprentice

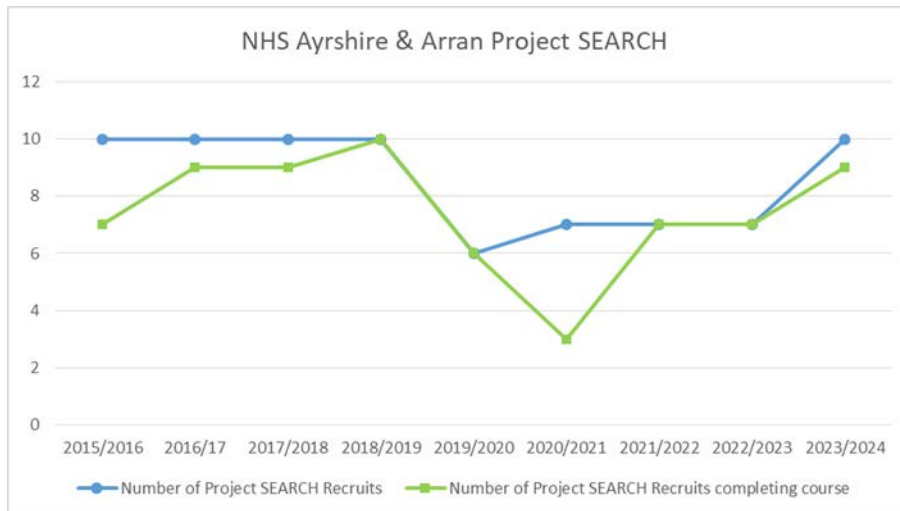
NHS Ayrshire & Arran

"I have really enjoyed my role so far and have learned so much already. I was slightly nervous at first to be the youngest and least experienced in the team but I am always able to ask for help when needed as my colleagues are so supportive of me."



To promote our modern apprenticeship work NHS Ayrshire & Arran published a number of apprenticeship social media student feedback case studies during Scottish Apprenticeship week 2004, (3-8 March 2024). These have prompted contact and discussions with several managers in regard to possible modern and graduate apprentice placements.

- **Project SEARCH**



Graph: NHS Ayrshire & Arran Project SEARCH recruits

Project Search is a transition to work programme committed to transforming the lives of young adults aged 18-30 with a learning disability with autism. It is delivered in partnership with East Ayrshire Council, Ayrshire College and NHS Ayrshire and Arran. The project provides young people with job training/coaching, meaningful work placements and a recognised qualification. Work placements are predominantly provided at University Hospital Crosshouse but where the services have been unable to accommodate this, alternative placements were sought through East Ayrshire Council or Ayrshire College. Local private employers also supported the programme.

Project SEARCH began 10 years ago in NHS Ayrshire & Arran and has provided a fruitful partnership with our local partners. Since 2015/16, NHS Ayrshire & Arran has supported an average of ten Project SEARCH students each year, with the majority completing their course.



Image: Some of the Project SEARCH 2024 interns with their certificates of achievement

In 2023/24, ten interns were recruited with the following placements within University Hospital Crosshouse: 7 with hotel services catering department and one student intern respectively in Pharmacy, Health Records and Waste Management. At 12 July 2024, Nine interns completed the programme and graduated on Thursday 06 June 2024. Three interns have secured permanent positions within East Ayrshire Council. One intern has secured a six month contract with NHS Ayrshire & Arran Pharmacy.

Work is ongoing to progress the 2024 Project SEARCH placement intake with meetings arranged with East Ayrshire Council and the Ayrshire College to discuss improvements to the programme bearing in mind this is the projects 10th year.

In marking 10 years of the project, all partners are committed to taking this project forward by looking at reshaping it to consider job pathways within the Healthcare sector which are linked to workforce requirements adding real value and purpose by matching the young people to placements.

Work Experience programmes

- **Step Into Business**

Financial Year	Number of recruits	Number of recruits completing course	Number of recruits going on to Employments with NHS A&A
2023/24	3	1	1

Step Into Business was a pilot project initiated by North Ayrshire Council aiming to provide employment opportunities for lone parents. The pilot has now completed and through this scheme in financial year 2023/2024 NHS Ayrshire & Arran hosted three lone parents providing 6 month paid administration work placements. Placements were provided in Infection Prevention and Control, Procurement and the Nursing QI Team. The placements offered lone parents flexible hours and support helping them to re-enter the labour market.

One student completed the programme, one completed the programme but left early due to personal reasons and one student completed the programme and has secured a permanent position with NHS Ayrshire & Arran.

Clearly defined learning points from this employability programme are being used to shape our future employability programmes.

Work is ongoing to explore further opportunities for NHS Ayrshire & Arran to develop work experience programmes. Discussions are ongoing in regards to Princes Trust funded NHS Ayrshire & Arran employability programmes.

- **Sector Based Work Academy within Public Health**

In financial year 2023/2024 working in conjunction with the Department for Work and Pensions (DWP), South Ayrshire Council and Ayrshire College NHS A&A created a Sector Based Work Academy providing a six-week business and administration skills employability upskill Programme.

Ten people were identified for the Programme which provided interns with five weeks with the Ayrshire College and South Ayrshire Council completing pre-employment training and the PC Passport and a further week of work experience within Public Health. At the end of the Programme eight interns were invited to apply for a Band 2 Health Information Assistant post. The standard of applicants was high with all interns reporting an increase in confidence and awareness of the requirements of an NHS administration post. The Programme also provided an opportunity to promote NHS Ayrshire & Arran as a good employer and to attract those seeking employment to consider a career within healthcare. One intern Chloe Donohoe was successful in securing the full-time permanent Band 2 Health Information Assistant post.

- **Targeting of protected Characteristic groups**

NHS Ayrshire & Arran employability programmes have actively targeted the following two protected characteristics groups:

- Disabled people through our Project SEARCH programme, which is a one-year internship programme, supporting young people aged 18-29 with learning disabilities and /or autism to gain skills and work experience.
- Priority family groups at risk of child poverty: i.e. lone parents through our North Ayrshire Step into business programme

Resource within our recruitment team means we have not had capacity for any additional tailored targeted recruitment schemes. All posts within the organisation are advertised on Jobtrain as the single point of access to applying for posts. National work to improve Jobtrain making it more user friendly is ongoing.

4.2 Ayrshire College Placements

NHS A&A Ayrshire College placement week was held week beginning 11 March 2024 providing three Ayrshire College Health and Social Care students with three days' work experience with the health board. The placement students received one day's work experience each with Pharmacy and Physiotherapy and a half days work experience with the hospital catering and domestic services. Student feedback indicated that the event was well received and that the students really enjoyed their experience. Our OH&RD department hope to replicate this on a larger scale in the future.

4.3 Employment Careers outreach work

To raise awareness and NHS Ayrshire & Arran's profile as an exemplar employer, our Employability Advisor is regularly out and about attending school, college and university careers events, and works with the Department for Work and Pensions (DWP) to provide career presentations and training at Job Centre Plus sites.

There have been various careers fairs within schools during financial year 2023/24.

In quarter 1 of financial year 2024/25 NHS Ayrshire and Arran attended:

- five secondary school careers events
- three larger events organised by East, North and South Ayrshire councils respectively.
- five jobs fairs organised by the Department of Work and Pensions and local MSP / MP's and

The three large council careers events were aimed at schoolchildren in each of the local authority areas to consolidate all the separate school events into one main event for each local authority area relieving the pressure of organisations to attend events at separate high schools. These events were hailed as a real success with attendance at all three events of well over 2000 people.

In May 2024 NHS Ayrshire and Arran also participated at Ayrshire College events to promote careers and opportunities within NHS Ayrshire & Arran to AHP (Allied Health Professions) students. The need for attendance at Ayr College careers events to promote AHP career opportunities was highlighted by the previous years Ayr College student feedback surveys.

To raise awareness of NHS Ayrshire & Arran's attendance at local recruitment and careers events since December 2023 a calendar of NHS Ayrshire & Arran attendance at recruitment and careers events has been published and is kept up to date on our public website: <https://www.nhsaaa.net/recruitment-events/>.

4.4 Living Wage Employer

NHS Ayrshire & Arran aspires to complete real Living Wage employer accreditation. We are a Living Wage employer through the provision of good pay and conditions. Our procurement department would require to explore progression of Living Wage accreditation with our external contractors to ensure contractor's staff also have access to good pay and conditions. Currently this action is on hold due to lack of staff resource within central procurement

4.5 Relevant workforce accreditation

At 12 July 2024 NHS Ayrshire & Arran has completed and holds the following workforce related accreditations that provide evidence of being a Fair Work employer.

Accreditation Scheme	Accredited	Comment
Carer Positive	Yes	Attained April 2019
Disability Confident	Yes	
Equally Safe at Work	Yes	Equally Safe at Work - Development Tier Accreditation attained November 2023
Menopause Friendly	No	Menopause Strategy in place. Staff and Managers are encouraged to increase their knowledge by completing the Menopause LearnPro module.
Defence Employer Recognition Scheme	Yes	NHS A&A has held gold award since 2021

4.6 Support for Distributed Working

NHS Ayrshire & Arran has committed to the principles of work-life balance and has undertaken a programme of work to explore future ways of working including rationalisation of our estates footprint and enabling our Caring for Ayrshire programme. Following our experience of having to think how staff could work differently during the COVID-19 pandemic NHS A&A began to think differently about physical workspaces and staff's ability to work across various locations at different times. In February 2021, our CMT approved the implementation of a distributed approach to work at Ayrshire and Arran, together with a high-level action plan. A Distributed working protocol was introduced on 16 January 2023.

Distributed working arrangements support staff by providing flexible working, reduction in commuting, better work life balance and therefore improves employee wellbeing. Introduction of distributed working supports NHS A&A Employability Anchor/CWB ambitions and the ambition to be an exemplar modern employer helping to attract and retain a motivated workforce.

NHS A&A defines distributed working as arrangements that enable staff and teams, to choose how and where they work so they can deliver what is required in the right place and at the right time. This enables work to be performed from a variety of locations which provide the right working environment.. Distributed working is one form of flexible working across NHS Scotland and complements and enhances the existing flexible working arrangements that operate across NHS A&A.

NHS A&A opened its new distributed working zones (image left) on 23 May 2024 located in the main building and Turnberry building at Ailsa Hospital. Our distributed working zones provide beautifully designed, well equipped, comfortable workspaces offering individual flexible workspaces for staff individual desk use as well as small and medium sized meeting workspaces for work and collaboration with colleagues.

The distributed work zones are technology enabled allowing our staff to work and connect effectively across the system. Staff can book to use space in the distributed working zone from AthenA our staff intranet.



5. Procurement

5.1 Local Procurement Spend

Supporting local businesses is an important part of our role as an anchor institution. The money we spend in our local economy helps our communities by boosting local employment, which in turn has a positive impact on health and wellbeing. Working with local companies also benefits the Health Board by enabling us to build lasting business relationships with suppliers who understand our infrastructure and the services we provide.

To take action to improve Health Board local procurement spend the Scottish Government has provided territorial Health Boards with access to the Grow Local software and Board data extracts. Training has taken place in June 2024 of procurement staff on use of Grow local software. The Head of Procurement is a member of the Scottish Government's Procurement Task and Finish Group who are reviewing and identifying areas of spend where action can be taken to move organisational spend into local spend area and to improve overall spend with suppliers in Scotland.

5.2 Social Values in NHS Ayrshire & Arran Contracts

Scotland's economic recovery focusses on building a greener, fairer and more equal society: a wellbeing economy. There is a strong focus on enabling recovery through procurement, recognising the importance of achieving jobs and training for priority groups; Fair Work and supporting our small and medium sized enterprises, third sector organisations, supported businesses and early stage companies.

Scottish Government SPPN 10/2020 ¹² outlines policy on use of social impact through public procurement. The sustainable procurement duty in the Procurement Reform (Scotland) Act 2014 requires public bodies to consider and act on opportunities to achieve a positive social impact in their procurement activity. It requires that before a contracting authority buys anything, it must think about how it can improve the social, environmental and economic wellbeing of the area in which it operates, with a particular focus on reducing inequality.

The Scottish Government expect:

All public bodies to implement and promote Fair Work First in all relevant procurement processes

All public sector contracting authorities are required to consider including community benefit requirements for all regulated procurements where the estimated value of the contract is equal to or greater than £4 million.

NHS Ayrshire & Arran works alongside local suppliers to maximise the benefit to our communities from our procurement by embedding social values and sustainability in our tendering process. To this end during 2023 NHS Ayrshire & Arran took steps to address Community Benefits and Fair Work First in our contracts.

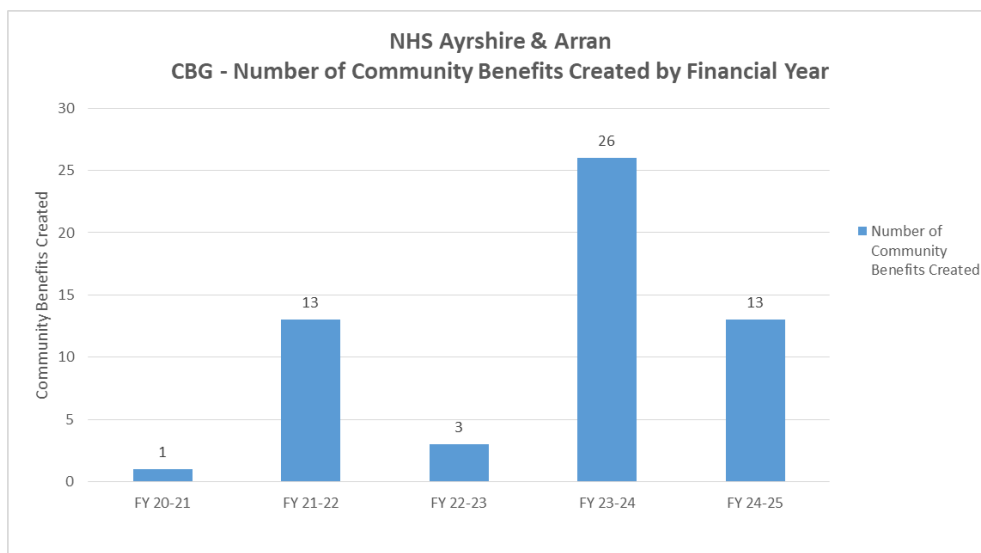
5.3 Community Benefits

From 01 April 2023 a community benefit clause was introduced in all NHS Ayrshire & Arran tenders and quick quotes where the estimated value of the contract is equal to or greater than £50,000 for goods and services and £1,000,000 for works.

During financial year 2023-2024 eleven procurement tenders included a community benefit requirement.

From January 2023 NHS Ayrshire & Arran initiated work to support use of the NHSScotland Community Benefit Gateway (CBG) a free and easy to use online service that connects NHSScotland suppliers with third sector community organisations in Scotland who are looking for assistance with community initiatives (needs).

As of 12 July 2024, in financial year 2023/2024 Ayrshire charities registered 26 community benefit requests on the CBG an increase of 23 requests (76%) on previous financial year. To date in financial year 2024/2025 a further 13 new community benefits have been registered.



The following tables show the current statistics for Ayrshire & Arran NHSScotland Community Benefit requests.

2023/2024 registered request

Status	NHS A&A Community Benefits requests
Community Benefits requests Delivered	7
Open Community Benefit Requests	7
Community Benefits with Agreed Supplier Bid	5
CB Requests rejected at triage	4
CB Requests unfulfilled after 12 month	3
Total Community Benefit requests 2023/24	<u>26</u>

In financial year 2023/2024 seven registered community benefits were delivered. In addition, five community benefit requests have received bids from NHS suppliers offering support. It should be noted that some larger projects such as development of community gardens can take longer to agree full design proposals, implement improvements and therefore delivery of community benefits can span financial years.

2024/2025

Status	NHS A&A Community Benefits requests
Open Community Benefit Requests	11
Community Benefits pending approval	1
Community Benefit Requests Rejected	1
Total Community Benefit requests 2024/25	<u>13</u>

Case Study: Delivering community benefits for Ayrshire

NHS Ayrshire & Arran worked in partnership with HP Inc. Scottish Government Framework provider for provision of laptops, desktop PCs and monitors to NHSScotland and RePollinate, a conservation charity aiming to create networks of high-quality pollinator habitats, to respond to NSS NHSScotland Community Benefits Gateway requests from St Ninian's Episcopal Church in Troon and North Ayrshire Forum on Disability in Saltcoats for help to develop new community gardens spaces with the new gardens officially opening in May 2024.



North Ayrshire Forum on Disability garden provides high raised planter beds and seating for ease of use by wheelchair users and anyone with mobility issues supporting provision of outdoor activities and garden therapy.



The St Nicholas Episcopal Church garden provides the church congregation and local community groups with a new garden space complete with accessible pathways, outdoor seating, raised planting beds, a herb garden, gardening equipment, garden storage and a composting system.

5.4 Fair Work First

From 01 April 2024 NHS Ayrshire & Arran has included a Fair Work First requirement in NHS Ayrshire & Arran contracts where the estimated value of the contract is equal to or greater than £50,000 for goods and services and £1,000,000 for works.

Fair Work First is the Scottish Government's policy for driving high quality and fair work across the labour market in Scotland. By applying Fair Work First as part of the procurement process for contracts being awarded across the public sector, public procurement may attract economic operators which are likely to deliver a higher quality of service and have a positive impact on those workers engaged in the delivery of the contract.

The inclusions of the standard Fair Work criterion in tender documents requires suppliers to provide evidence that they are on their way to adopting and committing to implementation of the Fair Work First criteria and to providing a statement on their own website showing their commitment to the workers engaged in the contract.

5.5 Supplier Engagement

Procurement supplier engagement is important to NHS Ayrshire & Arran as it allows us to build strong relationships with our suppliers to improve product and service quality, reduce costs, enhance reliability, drive innovation and mitigate risk.

Through our supplier engagement work we aim to support local businesses by encouraging early market engagement raising awareness of potential opportunities to bid for national NHS and local NHS Ayrshire & Arran work. NHS Ayrshire & Arran where appropriate will break down large contracts into smaller lots to help small businesses to compete for work. We also collaborate with our local authority partners to discuss how opportunities can be opened up to local suppliers.

During financial year 2023/24 NHS A&A CWB and procurement attended the following supplier engagement events:

- PH4 2023
- National Meet the Buyer 2023 (sponsored by the Supplier Development Programme)
- Ayrshire Meet the Buyer 2023

During financial year 2024/2025 NHS Ayrshire & Arran CWB, procurement and Estates contract management staff also attended the National Meet the Buyer 2024 event at Hamden Park on 05 June 2024 as part of the events Health Zone along with National Procurement Scotland (NSS) and Greater Glasgow and Clyde. NHS Ayrshire & Arran attendance at this event was sponsored by NSS in thanks for the support provided by NHS Ayrshire & Arran to the NHSScotland Community Benefit Gateway.



Image: Lynn Sproat Senior Programme Manager CWB, Lesley Marshall Contract Implementation and Compliance Manager, Thomas Parker Procurement Support Officer, with Procurement/CWB Stand at National Meet the Buyer 2023 event

Attendance at supplier engagement events enables NHS procurement teams to connect with suppliers from across the procurement community and to attend unique CPD Certified training sessions designed to support development of procurement skills and capabilities.

5.6 Anchor/CWB Procurement communications

To highlight work carried out under our Anchor/CWB Procurement work stream during the second year our Anchor/CWB programme various communications articles have been issued including newsletters, press releases, good news stories and social media items. Much of the communications has focused on use of community benefits in procurement.



Community Wealth Building **CWB** **NHS Ayrshire & Arran**

Anchor institution / Community Wealth Building (CWB) procurement: supplier engagement

This bulletin provides an update on recent Community Wealth Building procurement supplier engagement work.

NHS procurement
In financial year 2021/22, NHS Ayrshire & Arran spent £117,244,911 on goods and services. Through our procurement pillar, we aim to take a balanced approach to procurement by ensuring our procurement processes consider social, environmental and economic impacts, along with price and quality. Recirculation of our spend in the local economy helps to retain wealth in Ayrshire and Arran, providing local jobs, apprenticeships and incomes for local people, and supporting community wellbeing.

Local spend
In financial year 2021/22, NHS Ayrshire & Arran spent £117,060,409 locally in Ayrshire and Arran with 191 suppliers. This equates to 10.73 per cent of our total budget for goods and services. Our procurement department is committed to increasing our local spend through reviewing our procurement data, increasing understanding of the local supplier base, engaging with suppliers, and improving supplier knowledge of NHS procurement processes and opportunities.

Supplier engagement
Our procurement team and Senior Programme Manager for Community Wealth Building (CWB) regularly meet with local and national NHS suppliers, as well as attend purchasing conferences and events in order to promote NHS Ayrshire & Arran as a buyer of goods and services.

Working together to achieve the healthiest life possible for everyone in Ayrshire and Arran



Miriam Porte (AA Transformation & Sustainability)
Feb 27
Seen by 88

Social values in NHS Ayrshire & Arran Procurement are benefiting Ayrshire Charities!

Since 1 April 2023, NHS Ayrshire & Arran procurement has been carrying out work to introduce social values (Community Benefits) into our contracts and tenders. From 1 April 2024, this will also include Fair Work First criteria.

Our NHS suppliers have been helping to deliver fantastic community benefits in Ayrshire by supporting:

- replacement of IT equipment for Ayr Housing Aid Centre SCIO;
- delivery of communi...

see more



14:50

Posts

nhsayshirearran

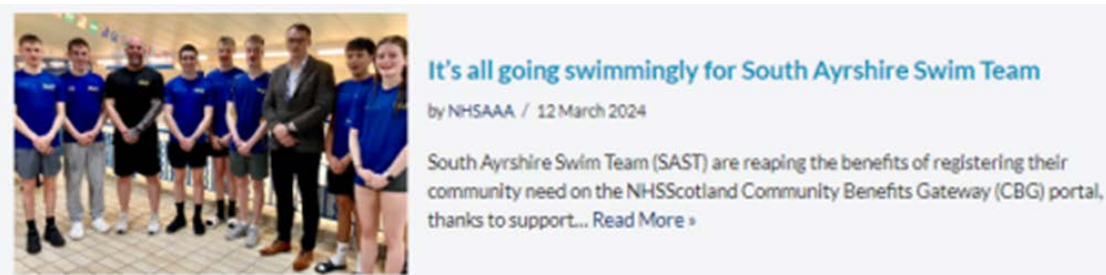
Calling all local suppliers and Ayrshire Charities

Have you heard about the Community Benefits Gateway?

1 like

nhsayshirearran The NHS Scotland Community Benefit Gateway is a free online service that connects NHS Scotland suppliers with third sector community organisations and charities within Scotland to fulfil community needs.

NHS Ayrshire & Arran is supporting the use of the NHS Scotland Community Benefits Gateway (CBG) to help deliver community benefits that reduce health inequalities and improve the economic, social and environmental wellbeing of the citizens of Ayrshire.



It's all going swimmingly for South Ayrshire Swim Team

by NHSAAA / 12 March 2024

South Ayrshire Swim Team (SAST) are reaping the benefits of registering their community need on the NHSScotland Community Benefits Gateway (CBG) portal, thanks to support... [Read More >](#)

Images : Example social media communications



"We know that good health is shaped by the conditions in which people live, learn, work and age", says **Lynn Sproat**, Senior Programme Manager CWB. "Traditional thinking has it that as the economy grows, wealth for all will flow. In reality however, there are widening health inequalities and increasing pressures on health and care services. These cannot be resolved through one-off programmes of work or 'quick fix interventions'".

CWB focuses on how we retain wealth within Ayrshire to improve the social, economic and environmental wellbeing of the area. "We've been progressing CWB work for some time, and work is going on all over the system", says Lynn. "Through the launch of our Anchor/CWB Strategy, we've made explicit our direction of travel and priorities as an 'Anchor Institution'. This is a major milestone both locally and as part of NHS Scotland's Anchor ambitions nationally".

As a large organisation we have a major impact within the local economy through the way we spend our money, employ people, impact the environment, and use our land and property assets. "We procure sustainably by buying and spending locally wherever possible, and by supporting local businesses to do the same", says **Zoe Fance**, Head of Procurement. "We have excellent data at A&A, which enables us to track our local spend and to identify opportunities to lead change. The way we contract with suppliers is part of this. We ask them to set out what they are doing to support the local economy with questions about fair work, the environment and community benefit. Over time this changes culture and breaks down the misplaced assumption that procurement is just about money".

"Our focus on community benefits links into this", adds **Helen Gemmell**, Assistant Director of ISS, Estates & Support Services. "We encourage contractors and supply chains to get involved in local events, to interact with schools and create employment opportunities".

When it comes to employment, there are many ongoing work streams addressing the long term sustainability of our workforce. Working with schools, colleges and Universities providing careers advice and attending job faires **Employability Advisor Jonny Baillie** builds relationships and awareness of NHS Ayrshire & Arran employment opportunities. "People often think that jobs in the NHS are just clinical, and can rule themselves out of a career here", he says. "When they hear that there are other roles, they get interested! You have to be persistent and keep connecting with them, to change perceptions". In dialogue with stakeholders across the system Jonny promotes and coordinates NHS employment opportunities through initiatives such as 'Step into Business', Modern Apprenticeships and further develops existing programmes such as Project Search.

CWB is all about establishing mechanisms to deliver community benefits for the long term. The complexity of work to lead change is particularly explicit in the ways we use our land and property assets. "There is legislation and national property regulations that constrain many potential opportunities and options, and we don't have control over these", says **Fraser Bell**, Assistant Director of ISS, (Programmes), Property & Capital Planning. "This means that a lot of our work just now is around influencing for the longer term in anticipation to changes to these regulations. It's a slow burn, and it's important that we are awake to opportunities as they emerge and respond. We've engaged with the Ayrshire Anchors Land and Asset group to develop a combined database of publicly owned land and property in the area. This increases visibility of the assets owned by each organisation and enhances opportunities for assets to be transferred between public sector organisations or to community groups who are working with local authority partners".

Ambition, scale and persistence is everything in CWB. "There's no end to it - in a good way!" says Lynn. "Our job is to be responsive, hold the long view on our Anchor/CWB strategic intent and keep joining work and people up. Every change we make generates further opportunities. I love it!"



COMMUNITY WEALTH BUILDING AYRSHIRE
For more information and to access our Anchor/CWB strategy visit: <http://athena/ppp/Pages/CommunityWealthBuilding.aspx>

6. Land and Assets

NHS Ayrshire & Arran Land and Assets workstream is led by Assistant Director of Infrastructure & Support Services (ISS), (Programmes), Property & Capital Planning and Head of Property Services. During year two of the Anchor/CWB programme the following work has been progressed.

6.1 NHS A&A Property asset list and single point of contact

NHS Ayrshire & Arran property asset list and single point of contact in regards to property transactions and community asset transfers has been published on the NHS A&A website at: <https://www.nhsaaa.net/land-and-assets/>

6.2 Community Asset Transfers

To date NHS A&A have received two expressions of interest in pursuit of a community asset transfer. No community asset transfers have taken place however consideration and discussion between Property Services and SURF continues in regards to the ex Health Centre land at Henrietta Street Girvan.

Reuse of vacant NHS Ayrshire & Arran land ex Health Centre Henrietta Street, Girvan

[Scotland's Regeneration Forum \(SURF\)](#) have expressed interest in regards to community use of vacant land owned by NHS Ayrshire & Arran at ex Health Centre, Henrietta Street, Girvan. SURF aims to improve the lives and opportunities of residents in Scotland's disadvantaged communities. This organisation has lodged a proposal for potential community use of the ex-Health centre land at Henrietta Street, Girvan for improving community health and wellbeing by providing a community growing project with raised beds maintained by the community group, charities and local individuals from the community.

This area of NHS land has remained vacant for over a decade mainly due to issues in regard to contamination of the land. SURF have undertaken similar projects where land has been contaminated with successfully implementation on such land of raised bed planters or container gardens with no food items directly grown in the sites soil. Implementation of raised beds at such projects sites also allows use of temporary structures which can be moved should the land be required for a future alternate use.

Initial discussions have taken place between SURF and the Head of Property Services. SURF have been asked to formulate a comprehensive project plan and funding strategy for the proposed development of the Health Centre land at Henrietta Street in Girvan for further discussion and review with NHS Ayrshire & Arran Property Services. This will allow establishment as to whether there is a viable community asset project where community asset transfer or long lease could be agreed.

6.3 Access to NHS A&A Land/Scottish Outdoor Access Code

To address NHS Ayrshire & Arrans responsibilities in terms of Scottish access rights as noted in the [Scottish Outdoor Access Code](#) research has taken place and information provided to the Head of Property Services. [The Managing Access on Hospital Grounds and Estates Information note](#) developed by the Green Exercise Partnership: NHS Health Scotland, Forestry Commission Scotland and Scottish Natural Heritage has been provided to Head of Property Services.

Property Services plan to develop a paper for submission to ISS, Infrastructure Programme Board Advisory Group outlining requirements and actions to address NHS Ayrshire & Arran land: Land access rights and responsibilities and Land management responsibilities in terms of the Act in order to manage NHS A&A land in a way that respects the public's access rights.

7. Financial Powers

Our Anchor/CWB Financial Power pillar aims to ensure flows of investment and spending works for local people, communities and businesses helping to grow the local economy.

7.1 Financial Inclusion and provision of support during the cost of living crisis

During year two of the Anchor/CWB programme the high rate of inflation has continued to contribute to a cost of living crisis in Scotland and the UK. This has followed the Covid-19 pandemic, Brexit and a period of prolonged austerity. The impacts of rising costs have been felt across Scotland since the Covid-19 pandemic, with costs of everyday essentials such as food, energy, rent and transport rising faster than average incomes or benefits. The cost of living crisis has had detrimental effects on businesses, communities, households, public sector budgets and the delivery of key public services. We know that many of our staff, and their families have been affected, and as an organisation committed to the health and wellbeing of our staff, our programme aimed to support staff during this crisis.

Work to help reduce the impact of the cost of living crisis on Ayrshire citizens is led by our local authority partners in North, East and South Ayrshire councils and the voluntary sector.

The NHS Ayrshire & Arran Staff Financial Inclusion and wellbeing Group has led on actions to address the cost of living crisis with particular emphasis on signposting staff to help and advice.

7.1.1 NHS A&A Cost of Living web page

The [NHS A&A Cost of Living web page](#) signposts staff, patients and the general public to relevant cost of living information and advice. The web page has been updated to include resources from the Dietetic Health Improvement team on cooking and eating well on a budget.

7.1.2 Child Poverty and Financial inclusion pathway training

NHS Ayrshire & Arran Child Poverty and Financial inclusion pathway training has been introduced to support the Board's Child Poverty and Anchor/Community Wealth Building Strategies. The training and pathway raises awareness of child poverty and the impact it has on children and young people to help to reduce poverty and inequality.

The pathway and training are provided to healthcare professionals who come into contact with families with children, citizens and NHS staff who may benefit from a greater knowledge of the range of financial inclusion support and advice available.

Course participants gain an understanding of the financial inclusion pathway which:

- Outlines what child poverty is using the Scottish definition of child poverty;
- Summarises the causes of child poverty and financial exclusion;
- Explains how poverty impacts children and young people's health and wellbeing; and
- Allows staff to reflect on their role, the contact they have with patients and how to utilise the pathway to reduce the impacts of the current cost of living crisis on child poverty.

Understanding the signposting pathways for financial inclusion enables our staff to refer patients and citizens to appropriate local East, North and South Ayrshire services and national agencies for advice and support.

The training has so far been delivered:

- As a pilot in August 2022 36 NHS Ayrshire & Arran staff encompassing staff from a range of backgrounds including Paediatric Nursery Nurses', Midwifery Care Assistants, School Nurses, a Senior Orthoptist, Quit Your Way Smoking Cessation Advisors, Staff Promoting Attendance Advisors and Better Health Hub staff.
- 15 April 2024 University Hospital Ayr attended by 14 staff including health visiting and school nursing staff, Community Link Practitioners, speech and language therapy staff, South Ayrshire Community Planning Officer and a Consultant in Emergency Medicine.
- 07 May 2024, Rainbow House attended by 16 staff. Staff in attendance included Physiotherapists, Paediatricians, Occupational Therapists, Clinical Psychology staff and nursing staff.

Delivering this training to a wide range of staff from across different job roles will enable widespread provision of financial inclusion advice to families and patients accessing NHS Ayrshire & Arran services.

7.1.3 Managers Cost of Living Training

Managers have continued to be actively encouraged to complete the new LearnPro module entitled [Your Financial Wellbeing](#) to enable them to provide appropriate support to staff in regards to money concerns.

7.1.4 Promotion of NHS Staff Discounts

To ensure staff are aware of the NHS staff benefits and discounts they are entitled to and to provide help to reduce staff cost of living the staff health and wellbeing service has regularly promoted information on our staff benefits, NHS discounts schemes and latest discount deals in our staff publications throughout the year including: eNews, Daily Digest and our staff wellbeing Viva Engage community.

The staff health and wellbeing service also worked with NHS Staff Benefits and the Snappy Shopper Company to offer two lucky members of NHS Ayrshire & Arran staff an opportunity to participate in a Snappy Shopper Trolley Dash in the spirit of Supermarket Sweep. Two staff members Jacqueline Murphy and Liz Hendren were given the chance to participate in the Snappy Shopper Trolley Dash at the Keystore More store in Prestwick on 07 March 2024.



The ladies had 60 seconds to fill their baskets with as many items as possible with it all being paid for by Snappy Shopper. Both staff managed to grab coffee, crisps, snacks, rice, Lurpark and chicken breasts and much more whilst being cheered on by family and friends with Jacqueline's total being over £86. The event was covered by the Ayr Advertiser: [Prestwick NHS heroes race against clock for free shopping | Ayr Advertiser](#)

The Blue Light card a leading discount provider for emergency services, NHS, social care and armed forces has continued to be promoted to staff via Daily Digest, eNews and staff wellbeing Viva Engage community enabling staff to receive discounts on many goods and services. The Blue Light card costs £4.99 for 2-year membership providing access to a range of discounts. Promotional material from Blue light card has been received by the Board Wellbeing lead and distributed to our hospital sites and staff wellbeing centres.

7.1.5 Food Cost of Living assistance

The Dietetic Health Improvement team working as part of the Staff Financial Inclusion group has supported work to ensure the following resources have been highlighted and promoted to staff and made available to the general public from the NHS Ayrshire & Arran Cost of Living web page.

- [Cooking on a budget](#)
- [Eating on a budget](#)

The resources above, which have been developed in partnership with the three local authorities, have been distributed to foodbanks, food larders and pantries across Ayrshire; they also complement existing resources such as 'Simple Meal Ideas' (easy canned/packets recipes).

To assist staff struggling with cost of living crisis and to improve their knowledge on healthy eating, the Dietetic Improvement team ran an online staff awareness sessions entitled 'eating on a low budget' on 29 May 2024 via MS Teams. The event was advertised to staff via all directorates, daily digest and eNews. 30 staff signed up to attend the awareness session and 21 staff attended the session on the day.

During week of 24 June 2024 health promotion stands at University Hospital Ayr and Crosshouse were used to highlight food poverty and to provide free resources to staff and the general public regarding eating well on a low budget.

In terms of the community work that the Dietetic Health Improvement team has been involved with; the following highlights previous and ongoing work in all three localities:



East Ayrshire

Work has been carried out linking with East Employability Hub's and training officers from the Parental Employability Support services to bridge the gap in inequalities and food poverty by arranging a 4-week programme on cooking with families. Practical cooking with families and education on how to eat well on a budget are the key components. The programme runs over a period of 4 weeks during the summer. Families who have signed up will also take part in a current employability programme.

North Ayrshire

The team has worked in partnership with The Ayrshire Community Trust and has designed a three-week programme where aspects of 'What is healthy eating' will be covered; a workshop on the sugar content of a variety of foods and how certain choices can lead to excessive sugar consumption; facilitation of a cookery class where health messages will be incorporated and a focus on cooking from scratch using fresh ingredients. An accredited REHIS Food Hygiene course will be part of the programme which will improve their skills and hopefully will lead to employment. Participants will receive a certificate at the end of the course.

South Ayrshire

The Dietetic health improvement team has trained staff from the 'Thethreesixty' organisation, which is a charity focusing on mental health, to deliver cooking skills on a budget, building capacity. There is work scheduled with the Thriving Communities team to train staff to deliver cookery classes.

Work across Ayrshire with Food bands and larders

Within Ayrshire and Arran there are over 60 food larders, 30 food bank centres and many more food provision areas. Over the past year the Dietetic Health Improvement Team has continued to work collaboratively to support food provision across Ayrshire, with the aim of providing information and practical support to enable individuals and families to eat well within their budget.

The team delivers training courses to staff and volunteers on eating well on a budget using a 'Cheap And Nutritious' toolkit. This was tailored with the foods available in food parcels, larders and food banks in mind. Cooking skills workshops are also delivered to key partners which helps them to support others to cook from scratch'.

7.2 Supporting staff financial stability

The Staff Financial Inclusion and Wellbeing group has continued to support staff in identifying opportunities to receive support to improve their financial stability and alleviate money worries during the cost of living crisis.

Work has included:

- Promotion of the NHS credit union and local alternative credit unions via eNews, Daily Digest and Viva Engage to our staff to help staff take control of their finances by encouraging them to save what they can and borrow only what they can afford to pay

Continued provision and updating of the Staff Wellbeing app financial matters section. Information provided on the app now includes NHS Staff Benefits, NHS Credit Union, Financial Matters, Money Worries, Cost of living support and a free money helper. The staff wellbeing App celebrated its first birthday at the end of 2023 with over 1000 downloads.

- **Provision of staff financial wellbeing online courses.**

The finance department developed and provided an online staff financial wellbeing course covering topics that help staff to make informed financial decisions when it comes to financial planning to strengthen their financial wellbeing. Course topics include: Personal taxation, allowances and benefits

- Savings and Investments
- Reviewing your Borrowing
- Understanding your Finance
- The Value of your pension

Courses have been promoted to staff via Daily Digest, eNews and the Staff wellbeing community on Viva Engage. 2024 course dates include: 14 May 2024 1pm – 2.30pm, 12 September 2024 10am – 11.30am and 13 November 2024 1pm – 2.30pm

7.3 Staff Pensions

Organisational and Human Resource Development have continued to ensure that NHS A&A meets its statutory requirements on provision of workplace pensions and provision of appropriate and up-to-date pensions information and guidance to staff.

In October 2023 information on the new partial retirement option for NHS pension scheme members was highlighted to all staff to raise awareness of this option that enables members to continue working while receiving some or all of their NHS pension.

7.4 Support of the Shop Local campaign

During year 2 of the Anchor/CWB programme use of Shop local vouchers have continued to be promoted to NHS Ayrshire & Arran staff via eNews and viva engage at significant times of the year when staff spending may increase e.g. Christmas, Easter, Mothers/Father's Day, preparing for Summer holidays to encourage staff to think about shopping locally where possible when shopping.

The Staff Financial Inclusion group has continued to encourage departments to use shop local vouchers for staff incentive work and competition prizes. Three shop local vouchers were purchased and used as part of raffle prizes for Ayrshire achieves. Ayrshire local authority voucher type was dependant on the winner's preference: 1 x £150 East Ayrshire voucher, 1 x £50 East Ayrshire voucher and 1 x £50 N Ayrshire voucher.

Getting ready for summer? – Remember to Shop Local where possible



NHS Ayrshire & Arran's Anchor/Community Wealth Building commitments includes encouraging our staff and local citizens to consider supporting the shop local campaign.

This summer when you're getting ready for your summer holiday, please consider supporting local businesses by shopping local for items, such as sandals, flip flops, clothes or toiletries. By doing this you are helping to support our local economy, by keeping money circulating in Ayrshire and Arran, supporting local jobs and retaining wealth in our communities.

You can spend an Ayrshire shop local voucher at many local Ayrshire businesses or give one as a gift for someone special. Visit the Scotland loves local Ayrshire gift cards website - <https://scotlandgiftslocal.com/ayrshire/>

8. Climate Change

The NHS Ayrshire & Arran Anchor/CWB Climate Change pillar is led by Assistant Director of Infrastructure & Support Services (ISS), Estates and Support Services and is part of overall organisational Climate change action under the Boards Sustainability and Climate Change strategy 2021-2032.

During year two of the Anchor/CWB programme work has been completed to review the NHS A&A Climate Change and Sustainability governance processes including review of CESOG membership, the organisations climate change work plan, and CESOG subgroups.

NHS A&A has addressed the 2023/2024 Annual Delivery Plan (ADP) for climate change and has provided a clear set of Climate Change actions required over the next 3 years in line with our work plans.

The following shows progress in regard to NHS A&A Anchor/CWB climate change workstreams in year two of the programme:

8.1 NHS Ayrshire & Arran Climate Change Communications and Engagement

The Anchor/CWB programme continues to work with ISS and Public Health to raise staff awareness on climate change and climate change actions taken by NHS A&A. Communications on various Climate change topics are regularly produced and appear in our staff communications: Daily Dialogue, eNews, Viva Engage and on our social media platforms as appropriate.

Images: Example Climate Change and Active Travel communications

World Environment Day – Let's Do Net Zero



World Environment Day is **tomorrow, Wednesday 5 June**, and as part of the importance of highlighting everyone has a part in making a change to help tackle climate change, it's also the perfect opportunity to share some of NHS Ayrshire & Arran's climate commitments with you.

- We have reduced our carbon emissions by 60 per cent over a 1990 baseline and we are working towards a target of 75 per cent by 2030.
- The Board currently produce 25 per cent of our total energy from renewables onsite, which is by far the highest out of any NHS board, well above the Scottish Government target of 11 per cent.
- Work is ongoing to reduce our carbon footprint in theatres, transport, inhalers, business travel, and we have set up new working groups to address greenspace and biodiversity.

To read more about what has been achieved and what is being worked towards [click here](#). #LetsDoNetZero


Katherine MacMillan (AA Transformation & Sustain...
 Nov 22 Seen by 60

Give an hour to Earth Hour switch off: Saturday 23 March, 8:30pm
 Can you spend 60 minutes doing something positive for our planet?

Join the Earth Hour symbolic switch off and switch off your home lights and electrical devices for 60 minutes on 23 March at 8:30pm to show support for Climate Action.


Earth Hour is a moment of unity that brings the world together, shines a spotlight on nature loss and the climate crisis, and inspires millions more to act and advocate for urgent change.

Join us to switch off and give an hour for Earth. To find out more visit:
<https://www.swf.org.uk/earth-hour/switching-off-earth-hour-c...>



**Switch off.
Give an hour for Earth.**

8.30pm 23rd March
 Join the Biggest Hour for Earth
earthhour.org



How switching off for Earth Hour can help the planet
 Earth Hour is more than just switching off the lights. Over the years, it has grown into a major driving force that unites people for nature and climate.

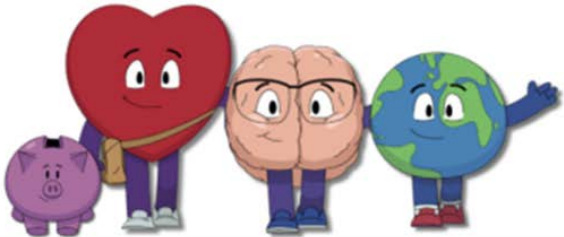
Tracy Scott (AA O&HRD)
 Mar 25 Seen by 125

A Wee Walk Works Wonders

Just 10 minutes of walking can make you feel more energised and improve your health.

Types of walks you could do:

- The Corner Shop**
If you need some milk or bread, enjoy the fresh air and walk to your local shop.
- Meeting up with friends or family**
Leave the car at home and walk to their house when visiting. Or arrange to meet close by at somewhere you can walk to or take your catch up outdoors and have a wee walk together.
- The School Run**
Walk with... see more



Tracy Scott (AA O&HRD)
 Mar 26 • Edited Seen by 108

Green Health in Ayrshire

Click on the image to enlarge or download it.

GREEN HEALTH IN AYRSHIRE

What is Green Health and why consider it?
 Green Health means improving your health & wellbeing through nature based activities like walking, cycling, outdoor play, environmental conservation, or growing food. There are lots of opportunities in Ayrshire.

5 Ways to Wellbeing




- Connect**
With nature & other people as an individual or part of a group
- Be Active**
Join a health walk, community growing or conservation project
- Keep Learning**
About wildlife, horticulture, greenspaces
- Give Back**
Put up a bird feeder, grow organic, plant some wildflowers, volunteer outdoors or leave the car behind
- Take Notice**
Walk, cycle or wheel and take notice of the different seasonal changes to our landscapes


Where do I find out more information on Green Health?

North Ayrshire - visit www.northernhealth.org.uk or scan the QR Code

South Ayrshire - download the NHS Ayrshire & Arran app and click on the + sign to add 'Green health'

East Ayrshire - visit www.eastayrshireinver.com/countryside-outdoor



[Twitter Image - CPW - Poverty Alliance](#)

On Thursday October 5th The Trinity Active Travel Hub, Irvine will host an Active Travel Information session from 11am-3pm. Come along to find out more about signing up to a national entitlement card, free bike checks, free bike security markings, travel planning and more



8.2 Active travel and sustainable transport

A new Ayrshire & Arran Active travel and sustainable transport subgroup of the Climate Emergency and Sustainability Operational Group (CESOG) has been established with delegated responsibility from CESOG for overseeing delivery of, and reporting on NHS Ayrshire & Arran’s strategic commitments relating to:

- Active travel and sustainable transport;
- Sustainable travel and transport requirements in the board’s Annual Delivery Plan; and
- National policy and guidance on active travel and sustainable transport where applicable.

The scope of this group does not include activities relating to electric vehicle fleet and charging, which are addressed by the EV transition project.

8.2.1 Active travel and transport initiatives

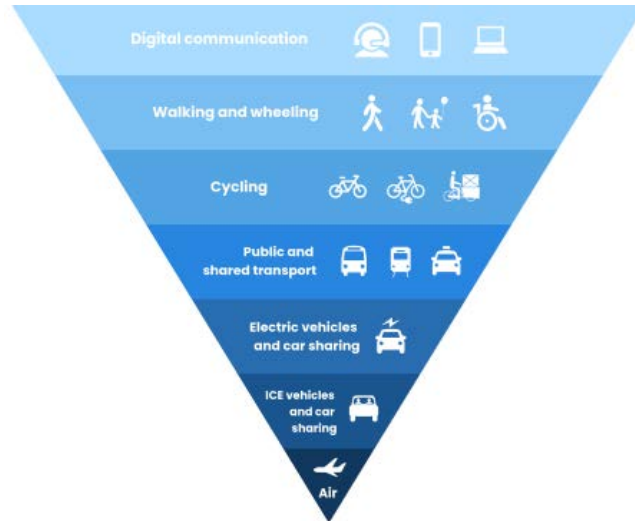


During financial year 2023/24 various active travel and transport initiatives have been implemented to encourage use of active travel and sustainable transport. This has included the staff Step Count Challenge in May 2024 which was administered by the North Ayrshire Council TravelSmart Officer, promotion of Bike Week in June 2024 and Active Nation Beat the Street which encouraged families in North and South Ayrshire to walk, cycle and wheel more within their communities.

Image left: Bike week poster 2024

8.2.2 Business Travel

During financial year 2023/2024 NHS A&A staff have continued to be encouraged to reduce Business Travel where possible. Since the COVID-19 pandemic the use of MS Teams for staff meetings and training sessions has been encouraged helping to reduce business travel and staff are reminded to observe the [sustainable travel hierarchy](#) prior to any travel to work or on business



8.2.3 Reducing the Need for patient travel

During financial year 2023/2024 use of NHS Near Me video consultation service has continued to be encouraged where clinically appropriate allowing GP and outpatient consultations to take place from the patient’s home reducing the need to travel to appointments.

8.2.4 Encouraging staff use of Public Transport

During financial year 2023/2024 to encourage staff to consider use of public transport Stagecoach Scotland 10% discount on bus travel for the NHS had been promoted to our staff via information stalls in April 2024, eNews and viva engage: <https://www.stagecoachbus.com/promos-and-offers/national/scotland-nhs-staff-benefits>.

The Traveline journey planner has also been promoted to staff and patients as a tool to plan transport journeys & to view transport timetables: <https://www.traveline.info/>

Active Travel in Ayrshire

Please click below to access the NHS Ayrshire and Arran Staff Active Travel Guidance brochure: 

Video of existing facilities at Crosshouse hospital: <https://vimeo.com/78334469487a1c971d6c9w-1v514> 


Catch the bus and save 10% each time you travel with Stagecoach bus! <https://www.stagecoachbus.com/promos-and-offers/national/scotland-nhs-staff-benefits> 

You are all eligible for the NHS Cycle Scheme. For further details about bike loans, active travel options or Cycle to Work scheme visit: Aithers pages under Active Travel 



8.2.5 Staff induction active and sustainable travel sessions

During financial year 2023/2024 active travel and sustainable travel information has continued to be provided at NHS A&A staff induction sessions on a weekly basis, provided by the North Ayrshire Council TravelSmart Officer. 







The following table lists activities carried out by the North Ayrshire Council TravelSmart Officer to encourage NHS A&A staff to participate in active travel since January 2024.

Active/Sustainable Travel Event	Date	Number of staff in attendance
Information Stall / Induction Session	08 Jan 2024	22
Personal Travel Plans	08 Jan 2024	9
Information Stall / Induction Session	15 Jan 2024	24
Personal Travel Plans	15 Jan 2024	12
Information Stalls	25 Jan 2024	6
Information Stalls	01 Feb 2024	9
Information Stall / Induction Session	05 Feb 2024	27
Personal Travel Plans	05 Feb 2024	7
Information Stall / Induction Session	12 Feb 2024	25
Information Stall / Induction Session	19 Feb 2024	22
Personal Travel Plans	19 Feb 2024	8
Information Stall / Induction Session	26 Feb 2024	27
Information Stall / Induction Session	04 Mar 2024	22
Dr Bike	07 March 2024	2
Security Bike Marking	07 March 2024	2
Bike Count	07 March 2024	2
Information Stall / Induction Session	11 March 2024	23
Personal Travel Plans	11 March 2024	6
Bike Count	11 March 2024	1
Information Stall / Induction Session	18 March 2024	23
Personal Travel Plans	18 March 2024	8
Information Stall / Induction Session	25 March 2024	28
Dr Bike	28 March 2024	6
Information Stall / Induction Session	8 April 2024	25
Personal Travel Plans	8 April 2024	9
Security Bike Marking	8 April 2024	4
Information Stall / Induction Session	15 April 2024	27
Information Stall / Induction Session	22 April 2024	25
Information Stall / Induction Session	29 April 2024	29
StepCount Challenge (4 week)	29 April 2024	680
Information Stall / Induction Session	29 April 2024	24
Information Stall / Induction Session	13 May 2024	29
Information Stall / Induction Session	20 May 2024	27
Information Stalls	23 May 2024	6
Information Stalls	06 June 2024	12
Information Stall / Induction Session	10 June 2024	26
Information Stall / Induction Session	17 June 2024	22
Information Stall / Induction Session	01 July 2024	17
Nordic Walk	25 June 2024	9
Nordic Walk	28 June 2024	5
Personal Travel Plans	01 July 2024	2
Information Stall / Induction Session	08 July 2024	20

8.2.6 Improvement to NHS Ayrshire & Arran Cycle infrastructure

During financial year 2023/2024 several improvements have been made to our staff cycle parking facilities supported by Sustrans, Transport Scotland with a new bike shelter having been installed at North Ayr health centre.



Image: North Ayr Health Centre gated staff cycle shelter

8.2.7 Promotion of the staff Cycle to Work Scheme

Public Health have continued to promote the cycle to work scheme and work with our finance team to report on usage of the scheme. During financial year 2023/24 eighty-one staff applied and received cycle to work vouchers to obtain new bicycles and cycling accessories with 14 vouchers issued in first quarter of financial year 2024/25.

Month	Cycle to work Vouchers Issued 2023/2024
April 2023	13
May 2023	5
June 2023	8
July 2023	10
August 2023	13
September 2023	6
October 2023	6
November 2023	6
December 2023	3
January 2024	6
February 2024	3
March 2024	2
Grand Total	<u>81</u>

Month	Cycle to work Vouchers Issued 2024/2025
April 2024	5
May 2024	9
Grand Total	<u>14</u>

8.2.8 Cycle Friendly Employer Awards

During year two of the Anchor/CWB programme the Health Improvement team applied to Cycling Scotland to renew the Boards Cycle Friendly Employer site awards.

- University Hospital Ayr and Ailsa Hospital and University Hospital Crosshouse have been re-awarded Cycle Friendly Employer status validated for the next three years.
- Three Towns Resource Centre, Saltcoats has been awarded Cycle Friendly Employer status validated for the next three years.
- Ayrshire Central Hospital has been awarded Cycle Friendly Plus status valid for next three years.



Award of Cycle Friendly Employer status provides NHS A&A sites with recognition for provision of cycling facilities at our hospital sites and travel behavioural change and promotional work to encourage cycling to these sites. Read more about Scotland's Cycle Friendly employer scheme: <https://cycling.scot/what-we-do/cycling-friendly/employer>

8.2.9 Staff EV salary sacrifice scheme

The staff EV salary sacrifice scheme continues to be available and is promoted to staff to encourage staff to consider switching away from use of carbon fuelled vehicles: <https://aaabenefits.co.uk/>

8.2.10 Improved staff access to active travel and sustainable travel information



During 2023/24 further improvements and additional information has been added to our staff transport and active travel AthenaA staff intranet site including addition of NHS A&A site cycle infrastructure infographics: <http://athena/patcommrels/transport/>

8.2.11 Staff opportunities to hire an e-bike

Public Health have continued to promote opportunities to staff to try or hire an e-bike helping to increase the number of staff cycling to work. Case studies have been developed to demonstrate how use of e-bikes are helping staff get to work, improve their fitness and reduce their travel to work costs.



Image: Dr Sital Karki Clinical Development Fellow in General Medicine, UHC with his eBike

- Staff intranet AthenaA EBike information: <http://athena/patcommrels/transport/Pages/eBikes.aspx>
- eBike case study traveling to work by electric bike: <http://athena/patcommrels/transport/PublishingImages/CaseStudy-eBikeLoan-SKarki.jpg>

8.2.12 Active Travel and Dr Bike sessions

Public Health have continued to support provision of active travel and Dr Bike sessions at our hospital sites throughout the year including sessions at: Ayrshire Central Hospital (ACH), Biggart Hospital, Girvan Community Hospital and University Hospital Ayr and Crosshouse.



Image (left): David Reid North Ayrshire Council Travelsmart Officer and Robert Ferguson Velotech Bike Mechanic pictured at ACH Dr Bike session

Staff active travel stories/case studies have been developed and promoted to staff via our staff communications and AthenA Active travel and transport intranet web site to encourage staff to walk, cycle, use community car clubs, switch to electric vehicles for travel to work and personal use.



Image: South Ayrshire community transport electric vehicle

Case study: Getting to work by using an electric community club car: <http://athena/patcommrels/transport/Documents/CarSharing/202402-CaseStudy-SA-CT-CarClub.pdf>

8.2.13 Ayrshire Central Hospital Bike Amnesty

In support of Community Wealth Building and encouraging recycling of unwanted bikes back into use in the community Health Improvement officers organised a local bike amnesty at Ayrshire Central Hospital on 6th June 2024. This allowed NHS staff to donate unwanted bicycles to the [North Ayrshire Councils Equal Programme](#) which is a supported employment service that guides people with long-term health conditions and disabilities into work and training.

The [Community Bike](#) scheme is a recent addition to this programme offering individuals cycle maintenance training and Scottish Qualification Authority (SQA) accreditation. The Community Bike Scheme collects bicycles that are no longer in use which can be recycled, refurbished, serviced and given to those who need them most in our community free of charge.



The programme encourages bicycle use for leisure, getting to and from school or work, supporting a healthy lifestyle and a circular economy where materials and products are kept in circulation for as long as possible. At the ACH bike amnesty NHS A&A staff donated unwanted bicycles to the North Ayrshire Councils Equal Programme.

(Image: Elaine Keane, Clinical Lead Physiotherapist NHS A&A donating a bicycle to the NA Equal programme at ACH bike amnesty).

A total of 4 bicycles and numerous cycling accessories were collected on the day. Arrangements were made for a further 2 bicycles to be collected from staff in the community as a result of discussions on the day.

8.2.14 16 days of action on activity 2023



As part of 16 days of action on activity 2023 a Public Health Walk and talk event hosted by the Health Improvement Internal Gender Based Violence Group was held on 05 December 2023 raising awareness of this action campaign, providing NHS A&A staff and partners with an opportunity to discuss and gather views on community safety, green health and active travel to inform local work.

8.2.15 NHS Ayrshire & Arran staff travel surveys

In July 2024 an NHS A&A travel survey has been initiated to help to shape changes to parking, traffic circulation and active travel for Ayrshire Central Hospital due to imminent restrictions on site as a result of sale of land for housing.

8.3 Electrification of NHS Fleet & Provision of charging infrastructure

During year two of the Anchor/CWB programme work has continued to decarbonise the NHS Ayrshire & Arran small and medium organisational fleet vehicles.

To date NHS Ayrshire & Arran have installed the following EV charging points connected directly into our own hospital power supplies.

Location	7kW (Fast chargers)	50kW (Rapid chargers)
Crosshouse Hospital	3	0
Ailsa Hospital	7	4
Ayr Hospital	0	1
Ayrshire Central Hospital	3	3
Girvan Community	2	2

By April 2024 our NHS Ayrshire & Arran fleet vehicles will include 130 EV lease pool cars, and 10 electric vans with an aim to add further electric vehicles in the next financial year where funding allows to move the Board towards meeting the 2025 target date for transfer of all small to medium sized fleet vehicles to electric.

8.4 Greening the Estate and Green Health

8.4.1 Greening the Estate Governance

During year two of the Anchor/CWB programme a new CESOG subgroup for Greenspace and Biodiversity was created. The first meeting of this subgroup took place on 23 May 2024 at which terms of reference for the group were agreed.

The group will take forward the greenspace and biodiversity work contained within the board's current climate change and sustainability program alongside the planning requirements in the boards Annual Delivery Plan. The group will bring together all aspects of estate management with health and wellbeing strategies, in order to meet local and national climate change targets and will progress NHS Ayrshire & Arran's biodiversity action plan fulfilling our legal duty to conserve biodiversity on our hospital and community sites improving:

- The quality of our greenspace by developing high value biodiversity habitats
- Linking nature habitats within and between our sites
- Encouraging use of our greenspace to deliver health and social benefits.

Engagement with the local Biodiversity group has taken place with discussion on the 30/30 plan and Scottish Governments new biodiversity goals and actions. These will form the basis of our biodiversity planning and how we can work to meet biodiversity targets and goals.

During FY 23/24 representatives from ISS and Public Health have begun to attend the National Greenspace and biodiversity Group whose current focus is on grassland management, moving away from grass mowing, and increasing biodiversity in our greenspace.

8.4.2 Green Health

NHS Ayrshire & Arran Public Health department and The Conservation Volunteers (TVC) have recruited a Greenspace for Health Senior Project Officer supporting green gyms and a Wild Ways Well walking programme at University Hospital Ayr, Ailsa Campus and Ayrshire Central Hospital. The project is currently funded until March 2025, however further funding to continue the project beyond this date and to expand the project to East Ayrshire is being explored. The green gym and walking programmes accept open referrals or self-referral to the groups, which take place on a weekly basis.

The Senior Project Officer will also support four closed green gym groups, each of which will take place over an eight-week period and will be supported by an NHS staff member. Clonbeith dementia ward at Ailsa Hospital and the Dirrans Centre supporting people with a disability in North Ayrshire will facilitate the first closed group sessions.

8.4.3 Local Development Plan and place-based partnership working

Engagement in climate change and sustainability local planning has been undertaken across all three local authority areas with strong engagement between Public Health and the local planning teams, to ensure that local authority Local Development Plans and other place-related strategies and policies maximise the potential to improve health, reduce health inequalities, and address the climate and ecological emergencies.

Local development plans include overall plans for spatial planning/land use and are not specific to climate change, though climate change is a key consideration in the local authorities' process.

Notifications of local planning applications can come into the organisation via several routes e.g. through the Chief Executive Office, via Public Health etc. Public Health and Property Services have worked to put into place a Standard Operating Procedure for responding to such consultations and this is managed via MS Planner. This has allowed the organisation to respond in a proportionate and joined up manner, noting impacts on NHS Services and population health. Some examples of such work includes:

- Response to planning application consultations regarding large scale new local housing developments;
- Participation in and responding to consultations relating to major industrial developments (for example, the Ayrshire Innovation Park);
- Response to consultations relating to developments regarding transport including sustainable and active travel (for example, the Regional Transport Strategy, Regional Active Travel Strategy, East Ayrshire Council Kilmarnock Infinity Loop and Crosshouse to Kilmarnock Active Travel Route);
- Undertaking Health Impact Assessment (HIA) with a range of partners on the Hagshaw Windfarm Development and offering recommendations in response to this.

Provision of evidence and data for the East Ayrshire Housing Needs and Demand Assessment (HNDA) to highlight climate change considerations as part of housing needs and planning for future requirements.

8.4.3.1 Green Health Partnership working

North Ayrshire

The North Ayrshire Green Health Partnership (NAGHP) began in August 2018 with the aim of *getting more people, more active, more often, outdoors in nature*. Until March 2024 funded by the Our Natural Health Service (ONHS) Programme the partnership was focused on delivery across the 3 key ONHS themes endorsed by the North Ayrshire Health and Social Care Partnership (NAHSCP) and the Community Planning Partnership (CPP) with governance via the Active Communities Strategic Partnership.

Building on existing provision and recognising the importance of community-based grass roots activity, there was a strong focus on Locality Planning Priorities and the [North Ayrshire Local Outcome Improvement Plan](#) themes of World, Work and Wellbeing. Key defining features and achievements of the NAGHP were:

- **Partnership and collaboration via a multi-agency / multi-disciplinary Steering Group:** This was representative of The Conservation Volunteers (TCV), Paths for All, North Ayrshire Council Connected Communities, NHS, NA HSCP (Health and Social Care Partnership) Community Link Workers, Allied Health Professionals, Ayrshire College, The Ayrshire Community Trust (TACT), Arran Community And Voluntary Service (CVS), KA Leisure, Country Park Rangers, Active Travel Hub, NatureScot.
- **Introduction of an environment sector and community support skillset via the GHP Senior Project Officer:** The partnership appointed TCV to manage this post to co-ordinate the delivery of the project with support from partners on the steering group.
- **Investment in communities via the Green Health Development Fund (GHDF):** Building grassroots provision and supporting community groups was a high priority for the partnership. In total around £114K was distributed to 47 unique community initiatives addressing locality priorities and targeting vulnerable groups.
- **Sharing knowledge, skills and resources via the Green Health Network:** The network was set up initially for groups funded by the GHDF but quickly became an opportunity for anyone interested in green health to share ideas and get to know more of what was happening locally. 13 events were delivered online and across the six localities in North Ayrshire.
- **Investment in capacity building:** Partners within the steering group were supported to increase delivery locally. This included the KA Leisure Walking for Health Co-ordinator, TCV Healthy Active Journeys and Natural Health Senior Project Officer posts; and Sustrans Active Travel Workplace Engagement Officer.
- **Exploring options for green health referral and signposting:** This was already established via Community Link Workers in primary care and green health options were introduced to the KA Leisure Active North Ayrshire exercise referral programme. A pilot also took place using the Senior Project Officer as a contact for referrals via a Realistic Medicine Pharmacy Pilot.
- **Expanding communication and green health promotion:** via social media; talks/presentations to different staff groups, supporting events and delivering Green Health Day/Week.
- **Developing and sharing resources:** this included the [NAGHP Website North Ayrshire Green Health Partnership – Promoting the range of green health activities available in North Ayrshire. \(nagreenhealth.org.uk\)](#) which included a weekly events calendar, calendar of activities for individuals or groups to use to guide activity, leaflets, posters, short films and information to support staff making green health referrals.
- **Capturing information, stories and knowledge through monitoring & evaluation:** this included GHDF follow up and associated case studies; and national monitoring and evaluation.

As the funding period for the North Ayrshire Green Health Pilot (GHP) ended Greenspace Scotland were commissioned to develop a Green Health Strategic Framework for North Ayrshire which forms part of the legacy of the GHP. This brings together the strategic context and evidence underpinning green health as well as the learning, key achievements and activities generated by the GHP. It also sets out the North Ayrshire vision, principles and goals for green health moving forward aligned to the CPP priorities of Wellbeing, Work and World. Underpinned by the need to consider how best to continue to increase participation of local people in nature-based activity; integrate green health into policy and strategy and to continue to improve the supply, quality and accessibility of local greenspaces.

South Ayrshire

As part of South Ayrshire Community Planning Partnership, a South Ayrshire Green Health and Active Living subgroup has been formed and reports to the Population Health Strategic Delivery Partnership. The group comprises a range of local partners, and is co-chaired and represented by NHS A&A Public Health. Some of the projects taken forward by this group include:

- Development of a South Ayrshire Green Health App hosted within the NHS A&A retainer App, which lists groups, events and locations where citizens can take part in green health activities in South Ayrshire.
- A green health webpage hosted on the NHS A&A public website: <https://www.nhsaaa.net/services/services-a-z/better-health/green-health/>
- Publication of a South Ayrshire Green Health Nature Calendar <https://www.greenhealthsa.org.uk/>. Printed copied of the Nature Calendar booklets for Spring, Summer, Autumn, and Winter are available to order through Public Health's [Health Information and Resources Service](#) based at Afton House.
- Work with Ayrshire College social studies students to develop a green health e-learning module to raise awareness among health professionals and general public of activities that use the natural environment to improve physical and mental health.



Image: South Ayrshire July 2024 Green Health Nature Calendar

8.4.4 Ayrshire - Local Heat and Energy Efficiency

Public Health and ISS worked jointly at the latter part of the business year to prepare the NHS Ayrshire & Arran response to the South Ayrshire council [Local Heat and Energy Efficiency \(LHEES\) strategy](#). Meetings between NHS A&A and South Ayrshire Council have taken place to discuss their Local Heat and Energy Efficiency ambition.

North Ayrshire council released their [LHEES strategy](#) on 28 February 2024. NHS A&A is engaging with the council on several areas of work pertinent to this strategy.

The NHS National Energy Transition Group has highlighted that the Scottish Government wish all NHS solar projects to only go ahead if there is a viable low carbon heating project being developed at the same time to ensure maximisation of cost savings to Health Boards. Blue Stone a 3rd party renewable energy company for solar installation has approached NHS A&A to enter into further planning for supply of solar power to a variety of our hospitals with National Procurement overseeing this workstream. Due process for working with 3rd parties will take place to move this work forward.

8.5 Ayrshire Clean Green Growth workstream

During year two of the Anchor/CWB programme NHS A&A has engaged with East Ayrshire Council on the Ayrshire Growth Deal East Ayrshire Community Renewable Energy (CoRE) project. The CoRE project is supported by an investment of £17 million from UK Government and £7.5 million from East Ayrshire Council with the aim to leverage additional funding to maximise benefit to East Ayrshire communities. The CoRE project aims to showcase how a green recovery can transform East Ayrshire rural towns and villages to make these communities better connected, healthier and to improve the standard of living in these communities through a just transition to clean energy, whilst supporting the creation of long-term sustainable jobs.

NHS AA&A has responded to the East Ayrshire CoRE demonstrator Centre consultation providing input on the use of this building by joint services and the community.

8.6 Patients energy efficiency in the home ECO4 Route 3 applications

The Energy Company Obligation (ECO4) scheme runs to March 2026. The scheme focuses on supporting low income and vulnerable households. To improve the least energy efficient homes helping to meet the Government's fuel poverty and net zero commitments.

The scheme provides a flexible approach for Local Authorities (LAs) to identifying fuel poor and vulnerable households who may benefit from heating and energy saving measures is referred to as "ECO4 Flex".

ECO4 Route 3 applies to SAP bands D-G owner-occupied households and private rented sector E-G households that have been identified by either a person registered in the General Practitioner Register, a Scottish Health Board, a Welsh Health Board, an NHS Foundation Trust, or an NHS Trust as **vulnerable**, with an occupant whose health conditions may be impacted further by living in a cold home. These health conditions may be cardiovascular, respiratory, immunosuppressed, or limited mobility related.

ECO4 installers have raised some issues with engaging with Ayrshire GPs in regard to signature ECO4 Flex Route 3 applications to confirm that a patient is vulnerable and may be impacted further if living in a cold home due to a health condition (cardiovascular, respiratory, immunosuppressed, or limited mobility related).

Public Health have raised the issue of GP/Health Board sign off of ECO4 forms nationally with some feedback received from Scottish Government. Public Health are exploring avenues to address this issue locally.

9 Service

Our service transformation programme Caring for Ayrshire (CfA) due to its scale provides a platform to support wider economic regeneration and inclusive growth across the region. The economy of Ayrshire has under-performed over a substantial period of time, and it has one of the highest unemployment rates in Scotland and the UK.

Initiatives such as the Ayrshire Growth Deal aim to create an Ayrshire that is vibrant, outward-looking, confident and attractive to investors and visitors, and which will make a major contribution to Scotland and the UK's growth. The Community Wealth Building initiative sees NHS Ayrshire and Arran identify as an anchor institution where the socio-economic benefit of decisions taken as part of Caring for Ayrshire will be visible in communities throughout Ayrshire.

10. Glossary

Term	Description
Anchor Institution	<p>Term used to describe large locally rooted organisations such as: NHS Boards, local authorities, colleges, Universities, Police and Fire and rescue services.</p> <p>Such organisations are connected to their community, and their community is central to their success. These organisations have a major presence and impact in a local area as they: employ many people, spend substantial amounts of money, own and manage land and assets and deliver crucial public services.</p>
Circular Economy	a model of production and consumption, which involves sharing, leasing, reusing, repairing, refurbishing and recycling existing materials and products as long as possible. In this way, the life cycle of products is extended. In practice, it implies reducing waste to a minimum
Climate Change	Climate change refers to long-term shifts in temperatures and weather patterns. Such shifts can be natural, due to changes in the sun's activity or large volcanic eruptions. But since the 1800s, <u>human activities have been the main driver of climate change</u> , primarily due to the burning of fossil fuels like coal, oil and gas.
Community Wealth Building (CWB)	Community Wealth Building is an internationally recognised model of economic development which tackles long standing challenges facing local, regional and national economies. CWB considers the ways in which wealth is generated, circulated and distributed, providing an alternative people-based approach to traditional economic development redirecting wealth back into local economies.
Community Benefits	Community benefits are the method by which local communities and good causes can receive additional social value from public spending.
Community Benefit Gateway	The NHSScotland Community Benefit Gateway is a fee and easy to use online service that connects NHS Scotland suppliers with third sector community organisations within Scotland who are looking for assistance with community initiatives (needs).
Contract	An agreement between two or more parties that is legally binding.
Corporate Social Responsibility	The idea that a company should be interested in and willing to help society and the environment as well as be concerned about the products and profits it makes.
Fair Work	Fair work is work that offers all individuals an effective voice, opportunity, security, fulfilment and respect. It balances the rights and responsibilities of employers and workers. It generates benefits for individuals, organisations and society.

Term	Description
Fair Work Practices	Employment practices that support wellbeing e.g. training and development, equality of opportunity.
Just Transition	A fairer, greener future for all – The process that must be undertaken in partnership with those impacted by the transition to net zero. It supports a net zero and climate resilient economy in a way that delivers fairness and tackles inequality and injustice.
KPIs	Key Performance Indicators. Measures put in place as part of the contract to evaluate how effective the contract is.
real Living Wage	The real Living Wage is an independently calculated rate based on the cost of living and is paid voluntarily by employers.
Local Authorities	Term used for councils in Scotland.
Net Zero	Net zero means that total greenhouse gas (GHG) emissions would be equal to or less than the emissions removed from the environment
Procurement	Procurement is the process of sourcing and purchasing the goods, services, and raw materials a business requires to operate.
Small Medium Enterprise (SME)	Small and medium-sized enterprises (SMEs) are businesses which employ fewer than 250 persons.
Scottish Procurement Policy Notes (SPPN)	Procurement policy, guidance and legislation issued by the Scottish Procurement and Property Directorate to public sector organisations and other relevant bodies
Supported Business	An organisation whose main aim is the social and professional integration of disabled and disadvantaged workers and where at least 30% of their workforce are classed as disabled or disadvantaged.

11. References

1. Public Health Scotland (2024), Public Health approach to prevention. The Building Blocks of Health available at: <https://publichealthscotland.scot/our-areas-of-work/public-health-approach-to-prevention/the-building-blocks-of-health/>
2. Public Health Scotland (2024), What are health inequalities available at: <https://www.healthscotland.scot/health-inequalities/what-are-health-inequalities>
3. Public Health Scotland (2024), Fundamental causes of health inequalities available at: <https://publichealthscotland.scot/our-areas-of-work/equity-and-justice/health-inequalities/fundamental-causes-of-health-inequalities/>
4. Scottish Government (21 March 2024), Poverty and income inequality statistics available at: <https://data.gov.scot/poverty/>
5. Scottish Government (18 February 2022), Wealth in Scotland 2006 – 2020 available at: <https://data.gov.scot/wealth/>
6. Scottish Government (8 November 2022), The Scottish Health Survey 2021 available at : <https://www.gov.scot/publications/scottish-health-survey-2021-volume-1-main-report/>
7. NHS Ayrshire & Arran (2023), Anchor/Community Wealth Building Strategy available at: <https://www.nhs.uk/wp-content/uploads/2023/09/10-NHSAA-Anchor-CWB-Strategy.pdf>
8. Scottish Government, Care and wellbeing: Place and wellbeing programme available at <https://www.gov.scot/groups/care-and-wellbeing-place-and-wellbeing-programme/>
9. Health Anchors Learning Network available at: <https://www.health.org.uk/funding-and-partnerships/our-partnerships/health-anchors-learning-network>
10. Centre for Local Economic Strategies (CLES) available at: [CLES - The national organisation for local economies](https://www.cles.org.uk/)
11. Ayrshire Community wealth Building Commission available at: <https://www.north-ayrshire.gov.uk/council/community-wealth-building/cwb-in-ayrshire.aspx>
12. Scottish Government (27 March 2023), Measuring social impact in public procurement: SPPN 10/2020 available at <https://www.gov.scot/publications/measuring-social-impact-in-public-procurement-sppn-10-2020/>
13. East, North & South Ayrshire Councils (2023) Ayrshire Regional Economic Strategy available at: <https://www.north-ayrshire.gov.uk/Documents/EconomyCommunities/ayrshire-regional-economic-strategy.pdf>
14. NHS Scotland Delivery Planning Guidance 2023/24 available at: <https://dghscp.co.uk/wp-content/uploads/2023/05/Item-8-Appendix-1-NHS-Scotland-Delivery-Plan-Guidance.pdf>
15. NHS Scotland Delivery Planning Guidance 2024/25 available at: <https://www.wihb.scot.nhs.uk/wp-content/uploads/2023/12/Item-8.1.1-23-172->

12. Appendices

Appendix 1 – NHS Ayrshire & Arran Community wealth Building Organisational Chart

Appendix 1 – NHS Ayrshire & Arran Community wealth Building Organisational Chart

