



Meeting: NHS Highland Board
Meeting date: 26 September 2023
Title: Anchors Strategic Plan Development
Responsible Executive/Non-Executive: David Park, Deputy Chief Executive
Report Author: Lorraine Cowie, Head of Strategy & Transformation

1 Purpose

Please select one item in each section

This is presented to the Board for:

- Awareness

This report relates to a:

- 5 Year Strategy, Together We Care, with you, for you
- Argyll & Bute Joint Strategic Plan 2022-25
- Government policy/directive

This report will align to the following NHSScotland quality ambition(s):

Safe, Effective and Person Centred

This report relates to the following Strategic Outcome(s)

Start Well	X	Thrive Well	X	Stay Well	X	Anchor Well	X
Grow Well	X	Listen Well	X	Nurture Well	X	Plan Well	X
Care Well	X	Live Well	X	Respond Well	X	Treat Well	X
Journey Well	X	Age Well	X	End Well	X	Value Well	X
Perform well	X	Progress well	X				

Especially relates to Anchor Well, Plan Well and Perform Well as directly link to the Anchors pillars and ambitions. This also directly links to the Argyll & Bute Strategic plan key priorities and commissioning intentions and Living Well Programme, within the 4 outcomes of People, Communities, Workforce and Leadership.

2 Report summary

2.1 Situation

As part of the NHS Scotland Delivery Plan Guidance of 28 February 2023, we were asked to develop an Anchors Strategic Plan by October 2023. which sets out governance and partnership arrangements to progress anchor activity; current and planned anchor activity and a clear baseline in relation to workforce; local procurement; and use or disposal of land and assets for the benefit of the community.

Further detail of this request was provided in July by Scottish Government. The plan is to be submitted by Friday 27 October 2023 and the finalised plan will be presented to a future Board meeting.

These 3 year plans will help the Scottish Government to understand both the current position of NHS Boards as Anchor institutions and the additional support that could be provided at a national level by the Scottish Government and Public Health Scotland (PHS) to assist their work.

This plan will be joint for north Highland and Argyll & Bute.

2.2 Background

Submission of Anchors Strategic Plans are required by all NHS Boards to identify our initial 2023-26 plans. The Plan is to be framed with reference to how it will support a 'prevention' public health approach and contribute to both community wealth building and reducing child poverty. Although climate action is a central anchor activity, activity in relation to this aspect of community wealth building is already be picked up within our Annual Delivery Plan and therefore the Government is not asking for this to be explicitly set out in the Anchors Strategic Plan.

The Anchors Strategic Plan should set out the following information along with any other relevant information we wish to provide:

- How we are currently working or intend to work in partnership, with other local anchors to progress our plan and/or develop joint plans. This to include specific reference to engagement with Local Employability Partnership(s) and Community Planning Partnership(s).
- The actions we have taken and/or plan to take to:
 - maximise local, progressive procurement of goods and services;
 - provide fair work opportunities for new employment and for existing staff;
 - use and/or dispose of your land and assets for the benefit of the local community and local economy.
- The governance arrangements within the Board to progress the Anchors Strategic Plan.

- Cross-reference to the relevant part of our Strategic Workforce Plan that sets out how we will ‘enhance local supply pipelines and cement our role as an ‘Anchor institution’, e.g. our approach to apprenticeships and community outreach’.
- Share the external link for our Community Wealth Building plan

As part of the NHS Scotland Delivery Plan Guidance, the Government also asked NHS Boards to include the following in their Anchors Strategic Plans in order to measure their impact at a local level:

‘a clear baseline in relation to workforce; local procurement; and [if relevant], use or disposal of land and assets for the benefit of the community.’

The challenge of identifying appropriate metrics and data in some areas means that the Government do not expect NHS Boards to include a baseline in the Anchors Strategic Plans that they will submit in October. Further guidance on this will be sent in the autumn.

2.3 Assessment

Since receipt of the Commission in July 23, Strategy and Transformation have been working with intention leads to develop our Anchors Strategic Plan.

A series of self-assessment forms are being completed for the following areas:

1. Employer (linked to Plan Well)
2. Procurement (linked to Perform Well)
3. Environment, sustainability and assets (linked to Perform Well)
4. Service design and delivery, and
5. Being an exemplar anchor institution (both linked to anchor Well).

Community Wealth Building Plans for A&B and north Highland have also been referenced to develop the draft Anchors Strategic Plan.

There are 46 reportable areas in the self assessment templates in total.

The following table summarises the count of items requested by each template, based on current collaborations and work as an Anchor Institution within NHS Highland and planned scores over the next 3 years.

Self-assessment template Dimension	Count of Information requested in template	Total Self-assessment Score (out of Total possible Score)	Planned Score over medium term (out of Total possible Score)
Employer – <i>provide fair work opportunities for new and existing staff</i>	13	39 / 52	47 / 52
Procurement – <i>champion local and progressive procurement of goods and services</i>	11	18 / 44	38 / 44
Environment, sustainability and assets – <i>Use land and assets in an environmentally friendly way to the benefit of communities and the local economy</i>	10	24 / 40	31 / 40
Service design and delivery – <i>Our social responsibility will become standard practice in service design and delivery</i>	5	12 / 20	13 / 20
Being an exemplar anchor institution – <i>Work in partnership with communities to improve health and wellbeing</i>	7	14 / 28	18 / 28
Total	46	107 / 184	147 / 184

The Government is prioritising the areas of Employer, Procurement and Environment, Sustainability and Assets for the first iteration of the Plan.

The process has used operational, Programme Board and Delivery Plan information to draft the templates. As this work covers a number of Strategic Ambition areas, we have established the Anchors Strategic Plan Working Group to focus on the Plan. This has involved input from intention leads and relevant support colleagues, from Strategy & Transformation, Estates and Facilities, People and Culture, Finance and Procurement, and Public Health. As the Plan develops, consultation with the IJB and HHSC will be required as partners of delegated services.

The Strategic Plan has been drafted using the templates and approved by the SRO (Head of Strategy & Transformation) and Executive Lead (Deputy Chief Executive).

The draft Anchors Strategic Plan will then be submitted to the:

1. Board on 26 September, for awareness
2. EDG in in October along with any revisions and the Quarter 2 Annual Delivery Plan update, for approval

The ADP Quarter 2 update (July – September) and Draft Anchors Strategic Plan will then be submitted to the Government by 27 October 2023.

The Plan will then be further developed once Government metrics are published. Monitoring of the Plan will then become integrated into the ADP quarterly update process.

In summary:

- The commission is part of the evolution of the planning process and in line with our expectations
- The commission will develop during 2023/24 but the impact of this is not known
- The content of the Anchors Strategic Plan directly correlates with Together We Care Strategy and A&B Joint Strategic Plan
- The process for monitoring the Anchors Strategic Plan will be integrated into the ADP reporting process, with deliverables included in our delivery plan tracker (“ADP2”). The updates included in ADP2 will be monitored through the Programme Board process

Risks and Challenges

Not applicable

2.4 Proposed level of Assurance

This report proposes the following level of assurance:

Substantial	X	Moderate	
Limited		None	

Comment on the level of assurance

KPIs to be nationally developed which will determine some of the future plans, but current version of the Plan has been developed via relevant teams, as described above.

3 Impact Analysis

3.1 Quality / Patient Care

National KPIs are expected to be developed in the Plan from the next iteration.

3.2 Workforce

Impact and KPIs are expected to be developed in the Plan from the next iteration. Achievability within resource will then be assessed and the plan revised accordingly.

3.3 Financial

Impact and KPIs are expected to be developed in the Plan from the next iteration. Achievability within resource will then be assessed and the plan revised accordingly.

3.4 Risk Assessment/Management

Risks will continue to be identified in each deliverable of the Plan with controls and mitigations developed, as part of the quarterly reporting template process.

3.5 Data Protection

This does not involve personally identifiable information

3.6 Equality and Diversity, including health inequalities

We are seeking to reduce inequalities as part of the strategic intent, although at this time an impact assessment has not been completed. It is proposed that EQIAs are established and updated where relevant.

3.7 Other impacts

The potential impact on IJB and HHSCP around governance and any changes brought about by this Board wide plan, to be assessed. Appropriate links to be accordingly made to Annual Delivery Plan documents, Argyll & Bute Strategic Plan and Living Well Programme.

3.8 Communication, involvement, engagement and consultation

Involvement and consultation continue to be carried out through the performance framework process via Programme Boards, Anchors Strategy Working Group and individual discussions. The published Plan be shared across the organisation

3.9 Route to the Meeting

This has been compiled through discussion with the Anchors Strategy Working Group intention leads and facilitation of Strategy and Transformation team.

4 Recommendation

Action being requested:

Awareness of process in developing the Anchors Strategic Plan

4.1 List of appendices

The following appendices are included with this report:

None