This template should be used by Boards to return the information requested of them as Anchor institutions in the ADP guidance for 20205/26. Please feel free to adapt the template to include further information if required.

**NHS Board:** NHS Golden Jubilee

**Named lead/Position overseeing Anchor Strategic Plan:** Carole Anderson, Executive Director of Transformation, Strategy, Planning and Performance

**Governance arrangements to oversee Anchor Strategic Plan**

**Please tick as appropriate:**

**X** Clear governance arrangements were set out in Anchor Strategic Plan submitted in 2023

* Clear governance arrangements now in place as follows:
* No clear governance arrangements in place yet

**Real Living Wage**

**Please tick as appropriate:**

* Currently accredited

**X** Working towards accreditation – timescale: **Quarter 4 2025**

* Not currently working towards accreditation because of the following barriers:

**Community Planning Partnerships**

If you are a territorial NHS Board, please use this space to provide an indication of how you are actively engaging with each of the Community Planning Partnerships in your area to progress your Anchor Strategic Plan to address the socio-economic determinants of health.

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Territorial Boards should also set out below at least two specific objectives of how you are planning to progress local partnership working with your CPP, Local Employability Partnership and/or other local partners.

**Objectives to progress Anchor Strategic Plan**

As set out in the ADP guidance, please set out 4 - 6 specific objectives in total across the three key strands (workforce; procurement; and land and assets) against which progress can be measured; include the date that you expect the objective to be met, how you will measure progress and what actions you will be taking to progress each objective.

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| **Objectives** | | | |
|  | **Actions to progress objective** | **Due date** | **Measure** |
| Workforce | | | |
| 1. Launch Employability Plan to support NHS GJ Anchor Strategy in 25/26 which details plan to deliver Foundation, Modern apprentice programmes and wider initiatives to support young people, veterans and other disadvantaged groups in the West Dunbartonshire Council area into employment in NHSGJ. | 1. Internal Engagement with Senior Managers to identify what we can realistically deliver in 25/26, 26/27, 27/28; 2. Wider engagement with West College Scotland, Kings Trust, Veteran Organisations and others to agree delivery detail; 3. Plan to go through NHSGJ Governance route; 4. Implement plan | Q1 25-26      Q2 25-26    Q2 25-26 and delivery over 3 yrs | Plan complete with detailed numbers for the next 3 financial years. |
| 2. Review existing and develop options for salary sacrifice schemes to support all staff with particular reference to those who are in lower paid roles within NHSGJ | 1. Establish a SLWG to support a review of staff benefits across NHSGJ 2. Active engagement across NHSGJ to understand  staff members views of salary sacrifice schemes how we can support staff with monetary/ Financial advice using staff surveys and focus groups. 3. Options paper developed and circulated via governance groups 4. Delivery depending on options and costs identified | Q1 26-27    Q2 26-27        Q 3/4 26-27  Q1  27-28 | Output from the engagement    Options paper    Action plan to deliver agreed options.    Plan to be implemented depending on final decision |

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| 3. Review staff members address linked to Equalities Action plan to determine staff living in lower SIMD postcode area and pay band detail to identify how we can support staff development linked to Socio economic background. | 1. Review staff detail linked to SIMD postcode data and pay band 2. Set up a SLWG to identify career pathways options for existing staff across NHSGJ linked to the development for job families and review against existing offering from OD&L. This will link with Universities and FE Colleges 3. Develop a plan for delivery over remaining FY 26/27, 27/28 | Q2 25/26    Q3 25/26      Q4 25/26 | Data sets from across the organisation with detail.    Options paper    Delivery of plan over the remaining 2 years. |
| Procurement | | | |
| 1. Attend meet the buyer events and promote NHS Golden Jubilee Procurement Opportunities | Recently became an affiliated member of Supplier Development Programme (SDP), work together to raise the profile.  Marketing and press news release planned for Feb/March 2025.  First meet the buyer event planned for March 2025 | March 2025 | Attendance, Supplier engagement and presenting at events |
| 2. Increase SME’s and local business engagement for future tender and quick quote  Identify specific areas of spend to encourage local SME’s to bid | SDP will promote up and coming contracts and projects to SME’s and will provide suppliers with assistance on the Public Contract Scotland portal for bidding for tender opportunities. Review spend analysis of particular spend categories and identify opportunities. | April 2026 | Review targeted areas of spend and increase spend with SMEs |
| 3. Include community benefit in tender activities | Develop Procurement procedures that encourage suppliers to include employability activities as community benefits in tender bids.  This can take the form of apprentice places and targeted recruitment to enable local people to gain jobs. | August 2025 | Monitor and record community benefits in tenders |

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| Land and assets | | | |
| 1. Establish Greenspace and Biodiversity Subgroup to feed into Climate Change Sustainability Strategic (CCSS) Group | 1. Chairperson now established. 2. Communications to be drafted and published internally to invite volunteers with a keen interest in this area to join and progress. | 18/02/2025 | Carbon sequestration |
| 1. Explore opportunities working with local community organisation to increase community access to green space on the GJ site | 1. Exploratory discussions with West Dunbartonshire Council Voluntary Sector leads to build planning links 2. Review options and form proposal for small grant and local funding to support community access priorities. | Q2 2025  Q4 2025 | Options paper to CCSSG |
| 1. Become a net zero organisation by 2045. | 1. Baseline established. 2. Establish annual targets, monitor and review. 3. Report annually in compliance with mandatory reporting. | 31/12/2045 | Carbon emissions |
| 1. Establishment of an environmental management system compliant with ISO14001 or similar. | 1. Draft environmental policy 2. Utilising RIO system, work with estates, H&S and procurement colleagues to input data to legal register and aspects and impacts register. | 31/03/2025  31/12/2025 | Policy  RIO Platform |
| Local Partnerships | | | |
| 1. Establish Anchor Strategic Advisory Group | 1. Stakeholder conversations and invitation to inaugural meeting 2. Schedule quarterly meeting dates and ToR | Jan 2025 | First meeting taken place |
| 1. Participation with West Dunbartonshire Council’s Flourishing Delivery Improvement Group (DIG) | Anchor programme updates provided by NHSGJ via regular attendance and discussions on collaborative opportunities | Achieved and ongoing |  |
| 1. Accept role as a lead partner on the Family Prosperity Network (WDC’s child poverty collaborative effort) | 1. Network now established with regular attendance from NHSGJ 2. NHSGJ working with internal departments i.e. HR to establish how the organisation contributes to child poverty targets | Achieved and ongoing |  |
| 1. Active role in regeneration activity across West Dunbartonshire and Clydebank | NHSGJ is engaged with the Clydebank Town Board and West Dunbartonshire Community Planning Board | Achieved and ongoing |  |
| 1. Scope out proposal to establish an IT Academy hosted by NHS Golden Jubilee | 1. Engagement and discussion with internal and external stakeholders to identify requirements. 2. Design delivery model 3. Progress with seeking approval for current apprenticeships roles | Dec 2025 | Launch of 2 to 3 apprenticeships by summer 2025 |
| 1. Design and launch careers network | 1. Feasibility and discussions with local schools 2. Determine resource and volunteer capacity from across NHSGJ 3. Discussions with NHSGJ HR Dept 4. Design delivery model 5. Launch | Aug 2025 proposed launch | No. engagements/events with schools    No. of enquiries from pupils/students    No. of staff committed to the network |

**Additional asks of some National Boards**

The following Boards should use this space to set out how they will progress the additional asks of them to support the Anchors workstream: NES, PHS, and NSS.

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**Return date**

Boards are asked to return the information requested to [pawsecretariat@gov.scot](mailto:pawsecretariat@gov.scot) by **Monday 17 March 2025**.