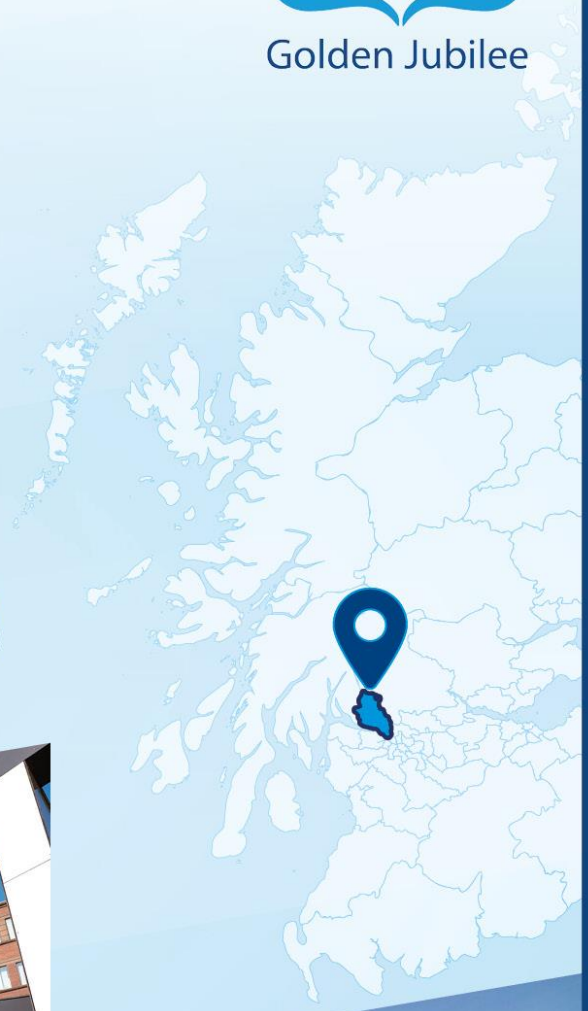




Anchors Strategic Plan

October
2023



1 Introduction

NHS Golden Jubilee recognises the importance and potential of its role as an anchor organisation within the West Dunbartonshire Community, both at local and regional levels. The scale and influence of the Board's activities span not only its core clinical services, but extend into training and education, clinical research, and collaboration with a wide range of strategic partners. Through the Golden Jubilee Conference Hotel, NHS Golden Jubilee is also a significant employer and provider within the Dunbartonshire conference, leisure and hospitality sector.

NHS Golden Jubilee's Annual Delivery Plan (ADP) 2023-2024 and Medium-Term Plan (MTP) 2023-2026 describe the Board's delivery priorities in the immediate and medium-term. Both plans specifically focus on the Board's contribution to the national recovery and renewal of Scotland's health service, with specific reference to the ten national 'Drivers of Recovery'.

As described within the ADP and MTP, NHS Golden Jubilee is committed to tackling health inequalities. This includes working with primary care and public health partners to improve the overall health and wellbeing of both the Board's 'patient population' but also the local community within West Dunbartonshire. While much of the focus of NHS Golden Jubilee's Anchor role largely falls within the health inequalities driver, the potential contribution the Board can make extends across multiple, if not all, of the national recovery drivers. NHS Golden Jubilee recognises the potential for NHS Boards to create value beyond the direct clinical care they provide through working with and within local communities to tackle wider social determinants of (ill) health.

This includes explicit opportunities to:

- Widen access to quality work, benefitting both the local employment market and NHS Golden Jubilee as key local employer
- Work closely with partners, including local regeneration and improvement activity
- Reduce the Board's environmental impact within the community
- Develop local procurement strategies, purchasing more locally and for wider social benefit
- Increase community use and benefit of NHS Golden Jubilee's facilities and spaces

2 Background and Strategic Context

About NHS Golden Jubilee

As a national resource, NHS Golden Jubilee has been providing care to patients from all over Scotland since 2002. NHS Golden Jubilee has a national portfolio and is comprised of:

- Golden Jubilee University National Hospital
 - NHS Scotland Academy
 - National Centre for Sustainable Delivery
 - Golden Jubilee Research Institute
 - Golden Jubilee Conference Hotel
- The site is located within the town Clydebank, West Dunbartonshire, west of Glasgow **(See Appendix 1)**
 - Following the completion of the expansion programme it will see the hospital expand significantly in size over the next 10 years with the NHS Board workforce growing from 1800 to over 2500.

The region's socio-economic profile

A comprehensive understanding of the local and wider socio-economic profile provides the necessary information to support the development of an effective anchor strategy, and appropriate services and activities.

The Fraser of Allander Institute¹ identified West Dunbartonshire as one of three councils facing 'Grand Challenges'. These challenges include population decline, economic recovery in areas requiring regeneration, and dealing with poverty and inequalities.

The Scottish Index of Multiple Deprivation (SIMD) is a Scottish Government assessment, using a range of socio-economic data to calculate deprivation across small areas known as data zones (approximately 700 people), see Appendices 2A & B. **West Dunbartonshire contains 48 data zones that are amongst the most deprived 20% in Scotland.** More specifically the analysis shows:

- Between 2018 and 2028, the population of West Dunbartonshire is projected to decrease from 89,130 to 87,141. This is a decrease of 2.2%, which compares to a projected increase of 3.2% for Scotland as a whole
- West Dunbartonshire has a greater difference between life expectancy in the least deprived versus the most deprived areas than the average in Scotland
- West Dunbartonshire continues to be an area of net outwards migration.
- The occupational mix has had fewer senior and professional jobs and more elementary occupations
- 2018 to 2019 saw a rise in the proportion of people economically active from 75.5 to 77.3%, and a near 50% increase in the proportion of self-employed to

¹ Supporting Economic Recovery in Inverclyde, West Dunbartonshire & Argyll & Bute March (2022)

6.6%; the highest level seen over the last 14 years. It is unclear how COVID-19 and the response to it will affect economic overall activity, though unemployment has increased.

- Those residing in West Dunbartonshire earned less than the Scottish median in every year since 2002; and the gap between women's and men's earning is also bigger in West Dunbartonshire than for the rest of Scotland
- Before COVID protection measures were introduced, Scotland had one of the lowest youth unemployment rates in Europe. The rate is likely to rise significantly after the end of the job retention scheme as will overall unemployment. West Dunbartonshire has historically higher unemployment rates than the rest of Scotland.
- Employment is more heavily reliant on the public sector, notably health and education, public administration and defence, all higher than the Scottish and British average.
- Commuting out of the area for better paid jobs and outwards migration of the population are two of the challenges faced by West Dunbartonshire.

3 Our Approach

NHSGJ has been exploring its role as an anchor organisation over the past few years. The launch of The Health Foundation's report² provided the impetus, framework and focus to support conversations to adopt a more strategic approach. It is also well documented that NHSGJ's local and regional populations suffer from a suite of generational social and economic conditions as described earlier. For this reason, given the scale and influence of NHSGJ, it is recognised that the organisation can positively contribute to the local and regional area beyond providing health care.

Prior to the launch of a strategic review of anchor activity at NHS GJ, a range of collaborative programmes have already been implemented or be in planning stages. These include collaborative projects with other anchor organisations as part of the [District Heating Network](#), working with local schools and colleges to support apprenticeships and youth employment, recruiting internationally to boost to address workforce shortages and engagement with local community groups.

In early 2023, an initial exercise was undertaken to explore wider anchor practices within the Board. Based on the anchor pillars (widening access to work, working more closely with local partners, purchasing more locally & for social benefit, and using buildings and spaces to support communities) research established a wide range of activity being undertaken by a range of departments and teams, contributing to an anchor mission (see **Appendix 3**). The evidence demonstrated the opportunity for NHSGJ to:

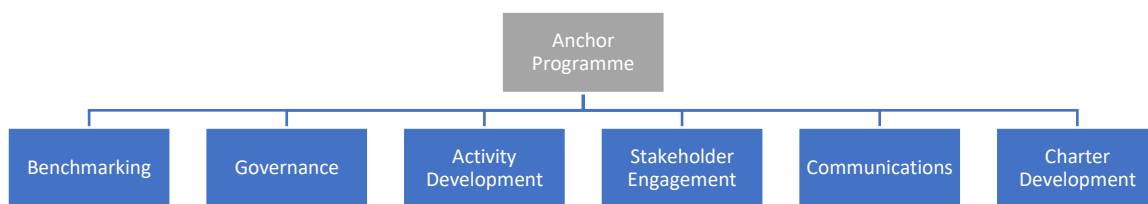
- Develop a more joined up approach and embedding anchor work as part of organisational objectives and strategies
- Establish clear and visible leadership to embed anchor practices within organisational and system strategies
- Identify cross-cutting opportunities internally and externally with local system leaders

² Building healthier communities: the role of the NHS as an anchor institution (2019)

- Enable staff to act on a collective vision for enhancing community health and wellbeing

4 KEY WORKSTREAMS

The figure below denotes the workstreams established to progress the development of an anchor strategy and a subsequent mission for the organisation. These workstreams emerged organically as a response to the anchor pillars and have been developed to support the development of the ideas and plans required to formulate a more formal approach. This approach has since been validated by frameworks developed by the Health Anchors Learning Network (HALN) and Public Health Scotland (PHS).



Benchmarking

Following the exercise undertaken as indicated in section 3, the programme team engaged with relevant teams to undertake a benchmarking exercise using the Joseph Rowntree Progression Framework (See **Appendix 4**). This framework acts as a tool for organisations to use to self-assess where they are now against each dimension, and to then support them in deciding where they want to be and the actions they can take to get there. The scoring is *start point (level 1)* to *best practice (level 4)*. **An overall average score for NHSGJ across the 5 areas of activity was calculated to be 2.3.**

A summary of each dimension is as follows:

1. As an **employer** – policies on recruitment, pay & conditions, progression and health can support inclusion goals and lower paid workers – and help organisations to recruit and retain staff and fully tap the talents of their workforce
2. Through **procurement** of goods and services – which can be designed to support local business opportunities, recirculate wealth and bring community benefits – while still getting buyers the right price and quality, and often improved supplier responsiveness and relationships
3. Through **bricks and mortar** – the way buildings, land and other assets are designed, procured and managed can support local communities, build connections with them, provide new employment and skills opportunities and create better places
4. Through products and **service delivery** – public sector and community anchors can deliver services in ways designed to help those facing poverty and disadvantage

5. Through **corporate and civic behaviours** – organisations can embed ‘anchors thinking’ across their own ethos, planning and actions, and work with other anchors to systematically share good practice, help each other succeed, and deliver enhanced positive impacts for their people and places.

Stakeholder Engagement

Stakeholder engagement will have two objectives, firstly to inform and develop plans more comprehensively through consultation and feedback, and secondly, to garner support and champion the anchor plan across the organisation, and beyond. The following engagement elements will be designed and implemented between October and December 2023:

- Internal
 - Anchor Survey: The objectives are to: (a) determine what colleagues consider are priorities for the organisation (b) ascertain if there are further anchor practices, and (c) provide the opportunity to engage in further development of activities
 - Workshops: Both online and face to face to build on insights from the survey above
- External
 - Steering Group: Following discussions with the Communications Team, and endorsement from the Executive Leadership Team, there is a desire to establish an external steering group, which would support, advise and champion NHSGJ’s anchor plan and mission across wider local and regional networks. Likely participants to be invited include:
 - West Dunbartonshire Council
 - Scottish Enterprise
 - Glasgow City Region
 - Skills Development Scotland
 - West Dunbartonshire Chamber of Commerce
 - West College (Clydebank)
 - West Dunbartonshire Health & Social Care Partnership
 - Local schools

Communications

The Communications Team at NHSGJ is supporting the stakeholder activities as outlined above and is part of the NHS Scotland Strategic Communicators Group. A key activity will be a national approach to branding for all anchors communications and a centralised portal for anchors work.

Developing Our Charter

Following the creation of this initial anchor plan (which reflects current and future anchor practices across the key pillars), along with Scottish Government feedback on

this plan (with proposed KPIs), activity towards launching a formal charter will commence. The charter will reflect the current work to date, highlight the mission, key principles and priorities, strategic relationships and a baseline for measurement.

Governance and Reporting

The anchor programme has been formally endorsed to form part of NHSGJ's strategic portfolio of programmes. The Anchor Programme Governance Structure is shown in Figure 1 below:



Fig 1: Anchor Programme Governance structure

- The Director of Transformation, Strategy, Planning and Performance has been appointed as Senior Responsible Officer and Executive Sponsor.
- Progress will be reported to the Strategic Programme Board and subsequently to the Strategic Portfolio Governance Committee (SPGC) on a bi-monthly basis
- Reports will be provided to Scottish Government as part of the Annual Delivery Plan quarterly updates.

5 OUR LEAD SERVICES AND KEY ANCHOR PRIORITIES

5.1 Purchasing locally and for social benefit

Overview of the Department and Role within the Organisation

The Procurement team's mission is to provide a high quality, efficient and legally compliant procurement service that meets the needs and expectations of all service partners to support corporate objectives. They provide added value through embracing innovative and digital technologies, sustainable solutions, attaining value for money and recognising environmental benefits, social benefits and key priorities, detailed below.

Current and past activities which supports the anchor work

Our approach to buying goods, services and works reflects the Scottish Model of Procurement

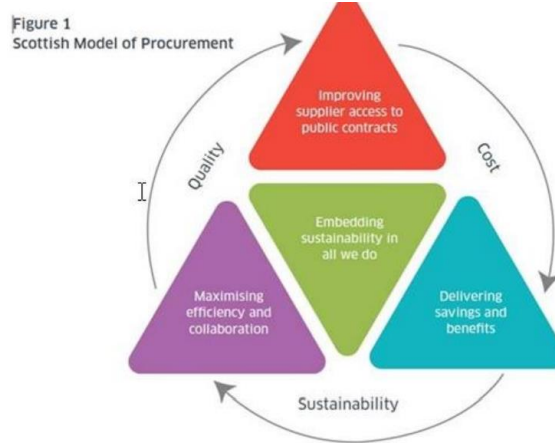


Figure 2. Scottish Model of Procurement

Sustainable procurement can be defined as, ‘A process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis and generates benefits not only to the organisation, but also to society, the economy and the environment.’

We will continue to develop our practice with respect to sustainable procurement duty, outlined in Procurement Reform (Scotland) Act 2014 - The sustainable procurement duty dictates that before any purchase is made, a contracting authority must think about how it can improve the social, environmental and economic wellbeing of the area in which it operates with a view to reducing inequality. It also requires the contracting authority to consider how its procurement processes can broaden access to contracts for Small and Medium Sized Enterprises (SMEs), the third sector and supported businesses. There is an expectation that there will be a positive social impact from procurement activity in Scotland.

We will continue, at every opportunity, to promote innovation and harness more sustainable technologies whilst encouraging suppliers to provide more sustainable goods and services. Scottish Government’s Sustainable Procurement Tools are used to complete each purchasing strategy to provide guidance and indicators for consideration and action for climate change considerations. We recognise that Sustainable Procurement is a fundamental principle of all Procurements.

In support of our commitment to the Sustainable Procurement Duty, we commit to maximizing Community Benefits from procurement activities. Community Benefit Clauses are contractual clauses which can be used to build a range of economic, social or environmental conditions into the delivery of public contracts. They can contribute to sustainable procurement and enable organisations to contribute to the achievement of outcomes which deliver social benefits.

These will include:

- Creating opportunities for supported businesses and third sector organisations to deliver public services
- Employment and training opportunities for the long term unemployed and disadvantaged individuals
- Creating opportunities for SMEs to deliver public services
- Environmental activities

- Support for community initiatives

We will monitor the community benefits achieved and report this in the Annual Procurement Report.

Area	Result
No of Procurements which included Community Benefits (2021/22)	9
No of Procurements which included fair work first criterion (2021/22)	9

NHS Golden Jubilee Procurement Strategy confirms our commitment to ensuring that the Framework Agreement will be utilised wherever appropriate, and consideration will be given to supported business contractors during the tendering exercise.

Overview and vision of how NHSGJ Procurement can play a part in increasing social value

In line with our policies, NHSGJ Procurement will continue to apply community benefits, fair work first criteria and consider sustainability within procurements wherever appropriate. Consideration will also be given to use of Supported Business contractors. The results of this work will be included in our annual procurement reports which are published externally on the Golden Jubilee website.

5.2 Estates: Using buildings and spaces to support communities

Overview of the department and role within the organisation

The role of the Estates and Facilities team is to deliver, maintain and develop a safe, high quality, cost effective, responsive and efficient Estates and Facilities service to all staff, patients and service users, in line with NHS Golden Jubilee policies and procedures, and legal obligations. At all times, focus is on delivering the core patient services 24 hours a day, seven days a week

- **Estates:** The Estates Department is responsible for maintenance of all buildings, building services, grounds, project management and security. This is delivered through the use of in-house and external staff as well as innovative technologies and facilities monitoring systems.
- **Health, Safety & Security:** Our Security team are responsible for ensuring that all areas in the hospital are locked and appropriately secured. They also patrol the buildings, grounds and car parks, as well as monitoring internal and external on-site cameras to make sure our patients, staff and visitors are in a safe environment. Our health & safety team carry out ongoing assessments of the building as well as operational processes to ensure safety is embedded in all decision- making pathways.
- **Capital Project Management:** This team design and build projects together with a design team. There is close co-operation and flexible working between

the projects team and the maintenance team to maximise the skills and experience of all on any new build or refurbishment project.

Current and past activities which supports the anchor work

The Facilities and Capital Projects Department support the principles of an anchor institution in a number of ways:

- As an employer by actively promoting and following a Once for Scotland approach on inclusivity and providing opportunity for employment
- Through procurement by considering goods and services provided by local organisations
- Through the bricks and mortar by directly and indirectly supporting local businesses

More specifically the department will focus on:

- Delivering sustainable services and construction methodology against an established governance process. This will offer considerable benefits to the wider community by improving the environment as well as creating jobs linked to sustainable facilities management.
- Project Planning: this will demonstrate a clear and visible vision for the coming years and in turn demonstrate the activity within the construction industry initiated by NHS Golden Jubilee as an anchor institution.
- Creating a Changing Places Space. This will provide a much needed community asset to improve the dignity and privacy for anyone who needs the use of such a facility.
- Car parking and external spaces. This not only create work for the construction industry but will also enhance the experience of patients, visitors and staff to the hospital.
- Funding Community Improvements. This will identify funding associated with capital projects that will enhance and improve the wider community; this is facilitated by West Dunbartonshire Council

Overview and vision of how NHSGJ Estate and Facilities Team can play a part in increasing social value

The vision of the department is to support the creation and maintenance of value beyond clinical care. As a department and aligning to the organisation values, the way we employ staff, procure goods and use the physical space must always support and add value as an anchor institution. Specifically the aspirations of the department are to initially focus on:-

- Delivering sustainable services
- Project Planning.
- Creating Changing Places.
- Car parking and external spaces.
- Funding Community Improvements.

Table 1: Facilities and Capital Projects - 2023/24 Key Priorities

	Current Status	Planned Activities	Outcomes
Delivering Sustainable Services	<ul style="list-style-type: none"> • Identification of targets and monitoring tools • Identification of governance processes 	<ul style="list-style-type: none"> • Monitor and report locally and nationally on progress against targets • Implement governance processes 	<ul style="list-style-type: none"> • Targets met or action plan in place to meet targets • Sustainability governance and ethos embedded within the organisation
Project Planning	Project programme established	Monitor community benefits	Confirm community benefits and learn lessons for future projects
Creating Changing Places Space	Needs analysis complete and confirmation of agreement to proceed established	<ul style="list-style-type: none"> • Confirm programme and projects plan • Confirm communications and awareness plan 	Construct facility and monitor success
Car Parking and External Spaces	Additional car parking and plans to consider ways of linking the external areas to the wider community	<ul style="list-style-type: none"> • Confirm programme and projects plan • Confirm communications and awareness plan 	Construct and monitor success
Funding Community Improvements	Funding commitments identified	Confirm specific improvements	Work with West Dunbartonshire Council to measure and monitor success

5.3 Workforce Directorate: Widening access to quality work

Overview of the Directorate and Role within the Organisation

The core purpose of the Workforce Directorate is to lead, direct and inform the strategic direction for NHS GJ from a workforce perspective and to be instrumental in assisting the Board to make strategic workforce decisions. The Workforce Directorate will understand and utilise the key drivers of improving people performance and will lead and direct the execution of the Board Workforce Strategy to ensure it meets the Staff Governance Standards. The Workforce Directorate comprises of a broad range of functions lead by functional experts they are as follows:

- **Human Resource (HR) Services:** Provides a professional workforce and human resource management function, which manages the delivery of a range of complex and diverse corporate and national projects, in accordance with Staff Governance Standards, new legislation and Scottish Government Policy. The HR Service provides a range of technical expertise and services which includes Employee Relations, Transitional HR, HR Business Partnering, Policy and Practice Development, Change, Job Evaluation, Medical Staffing expertise, Change Management and advice on employment legislation
- **Recruitment & Employability Services:** Providing domestic and international recruitment services and supporting the organisation with effective recruitment and employability strategies to ensure a sustainable organisation
- **Workforce Planning & Analytics:** Ensure a robust 3 year workforce plan is in place that meets operational needs and can be delivered within the agreed deadline and financial envelope. Provision of workforce information and performance data to the Board and managers to support decision making and provide information in relation to national targets
- **Learning and Organisational Development:** Drive the establishment of strategies which create and maintain a strong learning and development and staff engagement culture and which deliver organisational development and learning activities to individuals, including a wide range of professional staff, in order to ensure the organisation has the key competencies to deliver a quality clinical service and meet demanding corporate objectives. This includes leading on the delivery of the Health and Wellbeing Strategy for the Board
- **Occupational Health:** Ensure the effective and proactive provision of Occupational Health services within effective frameworks of policies and procedures. Communicate mechanisms in order to deliver a safe and healthy environment in line with legal requirements and national strategies to improve health and safety within the Board

- **Spiritual Care:** Responsible for the spiritual care services provided across the organisation to ensure effective, adaptable and responsive pastoral care provision to staff and patients, including setting the strategic direction and implementation of the Boards Spiritual Care Strategy in accordance with national policy and frameworks. The Spiritual Care - 2023/24 key priorities are described in Table 3 later in this plan.
- **Volunteering:** Responsible for the growth, sustainability and management of our volunteering service. This includes the setting the strategic direction and implementing annual volunteer's action plans

Overview and vision of how NHSGJ Workforce Directorate can play a part in increasing social value

The workforce directorate leads on Recruitment, Employability, Workforce policy and procedure, Occupational Health and the induction and on boarding of all staff across NHS Golden Jubilee. As a function we are key to supporting influencing and engaging with stakeholders across NHS Golden Jubilee to achieve its goal as an Anchor organisation in West Dunbartonshire.

Table 2 overleaf describes the detailed key priorities for the Workforce Directorate.

	Current Status	Planned activities	Outcome
Workforce Data	<ul style="list-style-type: none"> Staff monitoring report on annual basis details absence, recruitment and information on protected characteristics Monthly reports to Executive Team with Workforce data Gender pay gap report in place Work with Employability partners Science, Technology, Engineering and Mathematics (STEM) events and Career event in NHSGJ Short Life working group looking at retention of staff 	<ul style="list-style-type: none"> Develop an employability strategy 2023/24 Carry out an socio- economic analysis linked to pay band and postcode Identify reaching targets to monitor success within Employability strategy 	<ul style="list-style-type: none"> Key strategy with actions to support employability and KPI's which area far reaching to measure success Overview of staffing and pay bands by addresses
Recruitment	<ul style="list-style-type: none"> Recruitment practices and systems which support Diversity and Inclusion. Including job descriptions , Disability Confident, Anonymised applications Diversity and Inclusion strategy in place linked to ADP for 2023/24 linked to recruitment Work with Department of Work and Pensions and advertise across many mediums to support recruitment Equalities Impact Assessment in place Monitor diversity and inclusion data 	<ul style="list-style-type: none"> Review how NHS GJ can reach candidates from disadvantaged backgrounds as part of employability plan Review interview processes Create targets as part of employability strategy linked to recruitment Data collated linked to disadvantaged groups getting an interview and review 	<ul style="list-style-type: none"> Assess where we are and look to improve year on year on candidates from disadvantaged background getting interviews, volunteer and placements Targets submitted as part of employability strategy
Apprenticeship work and Experience	<ul style="list-style-type: none"> Apprentices are offered Agenda for Change (AfC) band 2 or 3 linked to AfC Job evaluation Foundation Apprenticeships (FA), Modern Apprenticeships (MA) and General Apprenticeships (GA) in place Apprenticeships offered via STEM, Princes Trust and Lennox Partnership 	<ul style="list-style-type: none"> Detail linked to MA's and GA's and FA's gathered Review if we can offer part time apprenticeships Management programme to include reducing stigma linked to a diversity Development of KPIs 	<ul style="list-style-type: none"> Improve and have clear and improving targets for Apprenticeships Improved data on management programmes linked to reducing stigma and diversity

Flexible working	<ul style="list-style-type: none"> • Flexible working policy in place • Carers policy • Reasonable adjustments in place to support new and existing staff • NHS Scotland Workforce policies including Hybrid working 	<ul style="list-style-type: none"> • Data linked to Flexible working and disabilities to be collated 	<ul style="list-style-type: none"> • More data linked to flexible working applications available
Pay	<ul style="list-style-type: none"> • Cycle to work scheme in place • Travel card scheme in place • Advice linked to Money and Welfare available via the Health and Wellbeing (HWB) Hub 	<ul style="list-style-type: none"> • Achieve accreditation as living wage employer • Analysis of staff who opt out of pension linked Insert text here • Find a new provider of Money and Welfare advice 	<ul style="list-style-type: none"> • Compare data on the annual basis and see if there has been a change • Develop plan for 2024/25
Contracts	<ul style="list-style-type: none"> • We have zero hour contracts in place as contingency and to support absence • All staff paid in line with NHS pay scales • No employability exclusivity clauses in place • Trade Unions and Working in Partnership is enshrined 	<ul style="list-style-type: none"> • Recruitment activity in place to secure staff linked to core and Expansion vacancies in permanent contracts 	<ul style="list-style-type: none"> • Review contract data on an annual basis
Pensions	<ul style="list-style-type: none"> • Staff are enrolled automatically • Pensions details are communicated at induction • Finance and Social Group linked to HWB strategy • Employee Director, Trade Unions and Pension Agency provide updates 	<ul style="list-style-type: none"> • Sessions in place during 2023/24 to raise awareness of Pensions across NHSGJ 	<ul style="list-style-type: none"> • More data linked to Flexible working applications available
Training, Development & Progression	<ul style="list-style-type: none"> • Mandatory training in place • Career pathways in place • Diversity and Inclusion strategy in place 	<ul style="list-style-type: none"> • Review mandatory training as required • Assess requirements for 2024/25 	<ul style="list-style-type: none"> • Staff are trained appropriately

Table 2: Workforce Directorate - 2023/24 Key Priorities

Spiritual Care & Volunteering

Overview of the department and role within the organisation

The department combines both Spiritual Care and Volunteering and is led by the Spiritual Care Lead. This service falls under the Workforce Directorate. The Spiritual Care Service has two distinct areas, Spiritual Care and Volunteering. Spiritual Care is a part of the holistic framework in the delivery of care to patients and carers but also has a role in the support of staff. Volunteering provides an opportunity for members of the public to volunteer at the hospital to enhance the patient experience and is not part of service delivery.

Current and previous activities which support anchor work

- Traditionally, Spiritual Care maintains a connection with faith-based communities and where requested by the patient, provide religious care.
- We have provided teaching to the local community hospice on providing spiritual care in palliative and end of life care.
- We have been invited to attend local faith groups to discuss topics such as spiritual care, chaplaincy and Mindfulness.
- One of the roles for a volunteer is pastoral care, pastoral care volunteers work closely with the Spiritual Care team (i.e. chaplains). These volunteers are a part of the community.
- Those considering a career in spiritual care and chaplaincy may come for experience (as pastoral care volunteers) or it may be a clinical placement while undertaking the required training to be a registered chaplain.
- Spiritual Care was part of the working group that came together on international nurse recruits. It provided a comprehensive list of faith and belief communities to be incorporated in to the induction handbook; and provided pastoral care to the staff during the training programme.
- Spiritual Care provides a space for patients, carers and staff who wish to express their faith and belief while in hospital. Members the local community will also engage in some of the activity taking place in the Spiritual Care Centre.
- Spiritual Care recently published their strategy in January 2023 in part in response to the pandemic as part of our recovery plan and also to raise the visibility of spiritual care.
- Volunteering has always actively engaged with the community and in partnership with the other organisations to promote volunteering within the hospital and hopefully routes in to employment for some (e.g. West Dunbartonshire Council, Working4You and Work Connect). It has actively encouraged diversity and inclusion in volunteering
- A Volunteer Strategy was launched in November 2022 in part due to the pandemic and was essentially a refresh of the previous strategy (2018-2023) delivery of which had been impacted by the pandemic. This strategy, similar to the Spiritual Care Strategy, raises the visibility of volunteering opportunities within the hospital and benefits of volunteering.

Overview and vision of how Spiritual Care and Volunteering can play its role over the long-term in anchor work for the GJ

Spiritual Care and Volunteering is proud of their engagement with the community. This continuity of engagement with the local community may be the first step towards training and/or employment (Spiritual Care and other areas within the hospital) but also provides an opportunity for those retired to continue to engage with the hospital community through volunteering.

	Current Status	Planned Activities	Outcomes
Spiritual Care	<ul style="list-style-type: none"> Local engagement with faith and belief communities. Invitation from some in the local community to be pastoral care volunteers. Providing teaching to the local hospice 	<ul style="list-style-type: none"> Increase current engagement to provide information to local faith and belief communities. Invite local faith and belief communities to see the Spiritual Care Centre and the activities on offer. 	<ul style="list-style-type: none"> Increase the visibility of Spiritual Care as being part of the community of the hospital and local community
Volunteering	<ul style="list-style-type: none"> Engaged with the local community to promote volunteering within the hospital. Promote the benefits of volunteering and strengthen the relationship with the hospital. 	<ul style="list-style-type: none"> Extend partnership working to include all within the community. Extend flexibility in volunteering to increase more volunteering opportunities. 	<ul style="list-style-type: none"> The number of volunteers will increase. Volunteering will be inclusive and more diverse.

Table 3: Spiritual Care & Volunteering - 2023/24 Key Priorities

Wider Engagement

NHS Scotland Academy

[Overview of the Academy and role within the organisation \(joint partnership with NHS GJ and NHS National Education Scotland\)](#)

NHS Scotland Academy (NHSSA) was established in October 2021 with a vision to create and provide innovative, world-class education and training that delivers a national accelerated approach to NHS Scotland workforce priorities. NHSSA's "Big Idea" is to provoke a collaborative approach to education and training to make a positive impact on the workforce and patients of in Health and Social Care within Scotland.

[Current/previous activities that support the anchor work](#)

In the (almost) two years since it was established, NHS Scotland Academy has supported the anchor work of both parent Boards by developing accelerated training solution to enable career starts or progression at entry-level, mid-level and senior level careers. This includes the 'Introduction to roles in health and social care' education resources, and programmes to support career progression from band 2 to band 4 roles in the perioperative environment.

NHSSA has established the NHS Scotland Youth Academy and five regional 'huddles' who are collectively supporting career opportunities and choices for young people, and through these participation in careers events, hosting of Princes Trust course participants, and workshops in schools.

[Overview and vision of how NHS Scotland Academy can play its role over the long-term in anchor work for the GJ and NES](#)

NHSSA will deliver activity defined through the ADP processes and this will include the promotion of opportunities and pathways into careers in health and social care for young people, support for the expansion of Scottish-domiciled medical student numbers, and training programmes to support the entry and progression of people into careers in the perioperative environment, biomedical sciences, and diagnostics. NHSSA will also support the delivery of activity planned within each parent Board, for example local careers fairs within GJ and with the Project Lead for the Youth Academy leading the apprenticeships commission within NES.

2023-24		2024-25 and beyond
NHS Scotland Youth Academy	Through Skills Development Scotland, NHS Scotland Youth Academy will deliver a Healthcare Pathway pilot qualification for senior phase school students. The qualification focuses on three challenge projects: spaces and places, community and wellbeing, and creativity. The pilot will run in five regions in academic school year 2023/24, with 40-70 students taking part.	Evaluation from the pilot will inform future years' activity.
NHS Scotland Youth Academy – supporting the expansion of Scottish-domiciled Medical students	<p>NHS Scotland Youth Academy is currently working with the medical directorate of NES to agree the use of Medical ACT funds to support 3 posts to work within the Youth Academy team.</p> <p>These posts would operate at regional level, aligned with Regional Workforce Planners. They would build partnerships with Boards, Higher Education, Local Authorities, Widening Access Partnerships, Developing the Young Workforce (DYW) Groups and other key regional/local partners to support widening access to medical training.</p>	<p>If agreed, it is likely that the 3 ACT funded posts may begin work in April 2024. In 2024-25 we would plan to develop partnerships and identify regionally-specific actions around encouraging medical undergraduate applications from under-represented groups. This would include:</p> <ul style="list-style-type: none"> • Joining up with Regional Workforce Planners, If agreed, it is likely that the 3 ACT funded posts may begin work in April 2024. In 2024-25 we would plan to develop partnerships and identify regionally-specific actions around encouraging medical undergraduate applications from under-represented groups. This would include: • Joining up with Regional Workforce Planners, further embed a widening access approach to attracting and recruiting young people into health careers • Supporting territorial Boards with specific regional priorities (eg multiple deprivation, the needs of rural/island communities, particular career entry points, etc) within a coherent national communications plan • Supporting both the expansion of Scottish-domiciled Medical student numbers • Providing careers education and raising awareness of career pathways, entry requirements, widening participation and progression opportunities further embed a widening access approach to attracting and recruiting young people into health careers • Supporting territorial Boards with specific regional priorities (eg multiple deprivation, the needs of rural/island communities, particular career entry points, etc) within a coherent national communications plan

		<ul style="list-style-type: none"> • Supporting both the expansion of Scottish-domiciled Medical student numbers • Providing careers education and raising awareness of career pathways, entry requirements, widening participation and progression opportunities
<p>Accelerated Workforce Programmes</p>	<p>NHSSA will continue to develop and deliver accelerated programmes in defined areas, following the initiation process then the development processes established within NHSSA governance. These create the opportunity for career progression and increased pay within NHS workplaces throughout Scotland.</p> <p>These include: National Clinical Skills Programme for Pharmacists; Foundations in Perioperative Practice Programme; Surgical First Assistant Programme; Anaesthetic Practitioner Programme; Assistant Perioperative Practitioner Programme; Endoscopy Assistant Practitioner Programme; Nursing and Midwifery Council Test of Competence (OSCE) Preparation; National Ultrasound Training Programme; National Endoscopy Training Programme; National Bronchoscopy Training Programme.</p>	<p>NHSSA will continue to develop and deliver accelerated programmes in defined areas, following the initiation process then the development processes established within NHSSA governance.</p>

Table 4: NHS Scotland Academy - 2023/24 Key Priorities

Golden Jubilee Conference Hotel

Overview of the Hotel and role within the organisation

The Golden Jubilee Conference Hotel is an award winning four star hotel – Scottish Conference Hotel of the year, and is part of the NHS Golden Jubilee family. The Hotel is the commercial entity for the NHS Golden Jubilee. The Hotel provides a number of essential services to the NHS GJ including:

- 11 dedicated 'sleep rooms' for on call staff
- 4 rooms for transplant related guests
- 12 dedicated bedrooms and 1 corner suite used for communal dining / living space for International Recruitment
- An allocation of 19 rooms per night for patient / patient relative requirements which is flexed according to demand.

The Hotel offers a comprehensive meeting and events portfolio along with accommodation for NHS and commercial use ensuring maximum efficient use of the property.

Current and previous activities which support anchor work

The hotel have supported and continue to support the wider community through various activities, including:

- Working with West Dunbartonshire council to host small business festivals. 'Meet the buyer'. Gives the opportunity to local businesses and suppliers to set up stalls and meet buyers to generate business and use smaller businesses eg. Bakeries, suppliers. The hotel have already started working with two of these local businesses as a result for food and beverages.
- Working with local charity 'Golden Friendships' to host get together for the elderly at no profit to the hotel. These are hosted every 3 months. The hotel also provides Christmas dinners for the Golden foundation
- Working with schools to get them into hospitality sector with an S1-S3 programme. Hotel visit schools and host presentations and the n invite students to visit the hotel too.
- Hosting a work placement starting within the hotel in November 2023 with a school student attending every Friday for 6 months. At the end of this the student will go into event planning with the hotel.
- Work placement starting in the kitchen from Kilpatrick School
- Offering college apprenticeship placements in the hotel kitchen while working with West of Scotland College. 2 previous candidates last academic year with a further 3 planned for 2024.
- Working with local schools for 'student of the year' awarding them a stay at the hotel with dinner
- 75% of the hotel staff are local to the area
- Working with Dalmuir Housing Association to restore local areas around the Beardmore statue

- Giving guests the offer to opt out of a cleaning service to their room in exchange for the planting of a tree

Overview and vision of how Golden Jubilee Conference Hotel can play its role over the long-term in anchor work for the GJ

To create an environment of positive experiences, allowing everyone to unlock their full potential whilst immersed in a four star hotel setting.

See Table 5 overleaf for detailed key priorities for the Hotel division.

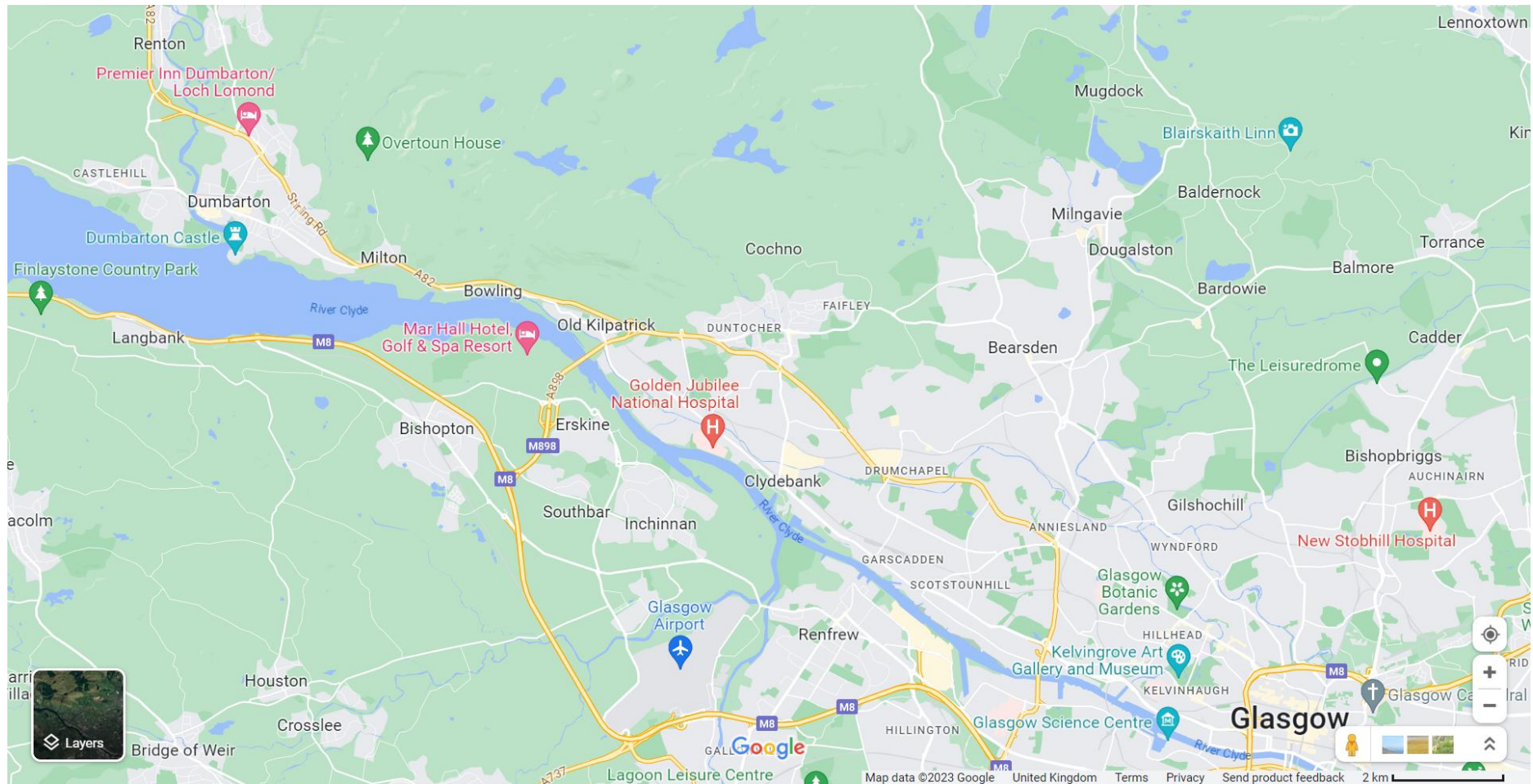
	Current Status	Planned Activities	Outcomes
Develop the Hotel as a Hospitality Centre of excellence within the community	<ul style="list-style-type: none"> • Hotel Strategy to be agreed to support Centre status • Work begun with DYW, Scottish Vocational Qualifications (SVQ), and HiHub to deliver training and course onsite • Links developed with local academia from school to collage 	<ul style="list-style-type: none"> • Rollout of Nat 4/5 hospitality course in 2024 • Future Strategic Plan for Hotel to be confirmed • Additional links to be developed with academia over next 12 months • Continued support for local young persons through mentoring programme 	<ul style="list-style-type: none"> • Provide a sustainable operational requirement for the hotel within the local community • Provide local community with opportunities for career development within hospitality • Increase employability options within the local community
Address low levels of tourism presence / influence within the local community	<ul style="list-style-type: none"> • Local tourism trade for region ranks one of the lowest in Scotland • Opportunities for engagement / influence with Visit Scotland / National parks / Local authority 	<ul style="list-style-type: none"> • Engagement with Loch Lomond national parks and Visit Scotland • Engage with wider stakeholder schemes 	Position the Hotel as a pillar of influence within local community for enterprise
Develop the local land area to work alongside the regeneration project for Clydebank	<ul style="list-style-type: none"> • Local land along the River Clyde is lying fallow. • Regeneration / investment projects have been agreed for Clydebank 	Work with local council and bodies, to provide support in developing the land along the River Clyde to support Health & Wellbeing opportunities	<ul style="list-style-type: none"> • Improved areas for local experience and further support for patient / visitor to site • Increase footfall to Clydebank via local opportunities.

Table 5: Hotel - 2023/24 Key Priorities

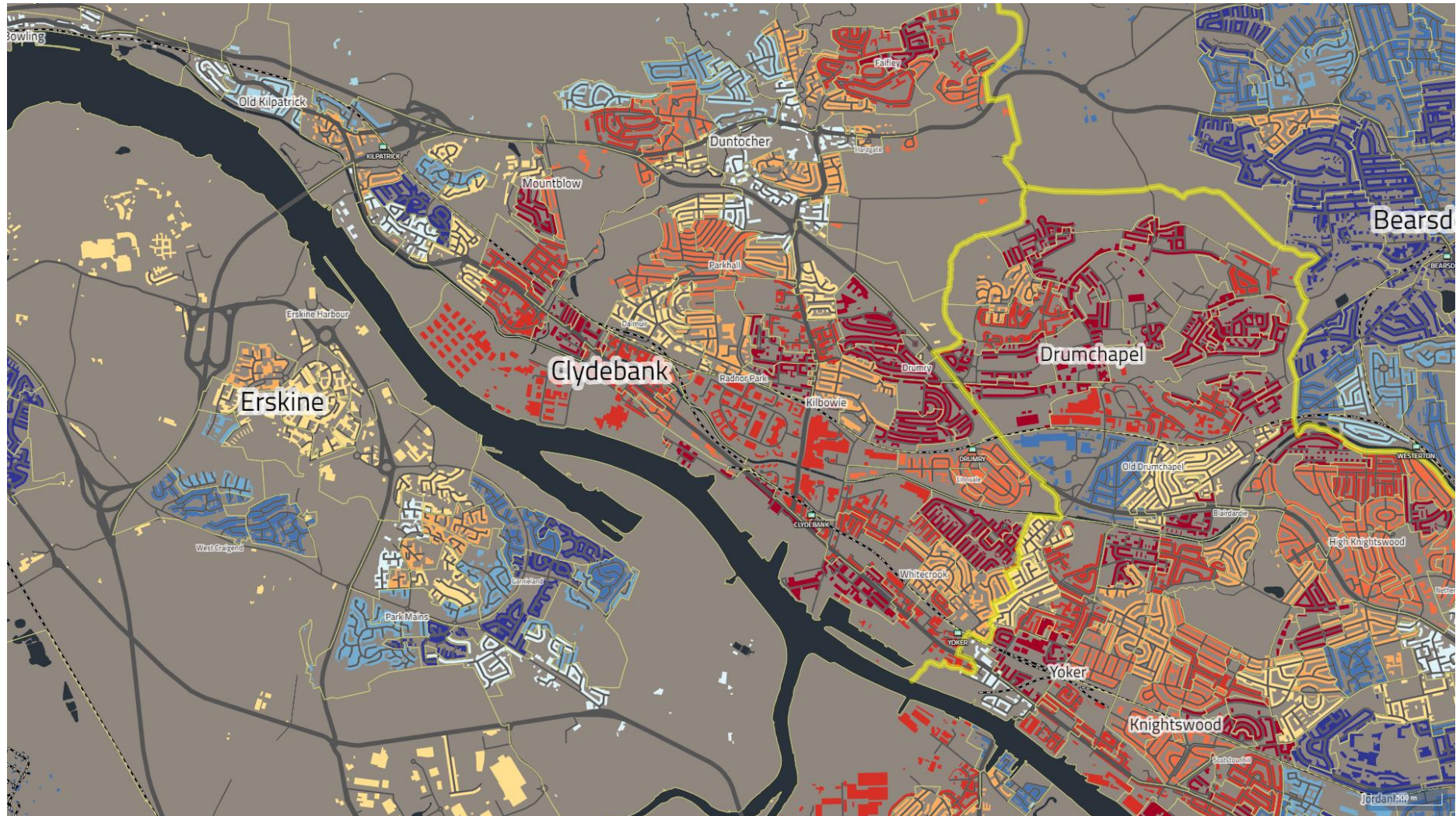
Project Schedule/Plan

Activity	Start date	End date	Status	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Review existing activity/benchmarking	1 Apr 2023	30 Jun 2023	Complete												
Assessment of existing frameworks	2 Apr 2023	30 Jun 2023	Complete												
Identify relevant partners	3 Apr 2023	30 Jun 2023	Complete												
First roundtable discussion	1 Jun 2023	23 Jun 2023	Complete												
Identification of initial activities/priorities	23 Jun 2023	31 Jul 2023	Complete												
Establish internal steering group	1 Jun 2023	3 Aug 2023	Complete												
Establish governance and communication structure	1 Jul 2023	31 Aug 2023	Complete												
Internal staff engagement	1 Sep 2023	30 Oct 2023	In progress												
Anchor plan steering group sign off	16 Oct 2023	16 Oct 2023	Complete												
Anchor plan ELT sign off	25 Oct 2023	25 Oct 2023	Complete												
Anchor plan Scottish Government submission	27 Oct 2023	27 Oct 2023	Complete												
Establish external steering group	1 Nov 2023	20 Dec 2023	Not started												
Develop and publish final plan & charter	1 Nov 2023	31 Mar 2024	Not started												

Appendix 1 - Location Map



Appendix 2A – SMID Data Map – Clydebank (Red denotes most deprived 10% to the least deprived 10% in blue areas across seven domains)



Appendix 2B – SMID Data Map – West Dunbartonshire (Red denotes most deprived 10% to the least deprived 10% in blue areas across seven domains)

