

Anchor Institutions

Anchor institutions are typically large non-profit organisations rooted in communities and unlikely to move.

Anchor Institutions have large workforces, make large financial investments, own large amounts of land and buildings, care for the local environment and work collaboratively with other services.

Anchor Institutions have great potential to boost local population health and wellbeing by being fair employers, boosting local economies and enhancing local environments, which all contributes to improved health and wellbeing and reducing population inequalities in our local communities.

NHS Grampian is an Anchor Institution



January 2026

What is an Anchor Institution?

Anchor institutions are big organisations that have a major presence and impact in their local areas.



By adopting the right strategies, NHS boards, as anchor institutions, can help reduce poverty and inequalities.

<https://publichealthscotland.scot/anchors>

¹ <https://turasdata.nhs.scot/media/0/0vdmu/workforce-report-june-2022-formatted.pdf>, ² Figures as reported by NHS Scotland boards through DXC for 2022/23. ³ Public Health Scotland, Current NHS Hospitals in Scotland, PHS: Edinburgh, 2023. www.isdscotland.org/Health-Topics/Hospital-Care/Hospitals/

Health



Local Authorities



Education





Fair work opportunities

NHSScotland employs over 180,000 people – more than 7% of all employment in Scotland.¹

By increasing access to fair work opportunities, we can help local people grow and progress in their careers.

Fair Work

- NHS Grampian employs approximately 16,000 people in a wide variety of jobs, and not just in jobs such as doctors, nurses, midwives, health visitors, opticians, dentists and paramedics, vitally important support roles include electricians, office staff, scientists, technicians, domestic staff, porters, catering staff, housekeepers and security staff. ([About NHS Grampian](#))
- NHS Grampian is committed to increasing the amount of hiring and fair work opportunities, regardless of race, gender, disability or other protected characteristics, to improve the wellbeing of our local communities and ensuring local workforce reflects local communities.
- Currently NHS Grampian employs approximately 4.3% of Grampian's adult working age population and is working alongside local employability partners and other organisations to encourage those who require additional support to secure a job and work with NHS Grampian.
- Meaningful employment with supportive working conditions and learning and development opportunities can increase incomes for families and work towards reducing child poverty throughout the Grampian area.



Fair Work

NHS Grampian is an accredited Living Wage Employer

[Why Fair Pay Matters: NHS Grampian's Journey as a Living Wage Employer - Living Wage Scotland](#)

The real Living Wage is different from the government minimum. It's a voluntary rate of pay calculated based on what people need to live - food, rent, transport, the basics of everyday life.

Quote from an NHS Grampian apprentice

“This wage uplift has been very beneficial. With rising costs, it's allowed me to keep buying essentials like food and fuel.”





Local purchasing

NHSScotland purchases £3.6bn of goods and services each year.²

By procuring locally, we can positively impact community wealth.

Local Purchasing

As major buyers of goods and services, NHS Grampian can have a huge impact on the conditions of many people who are not directly employed in the health sector, for example, by building living wage and fair work clauses into procurement applications and contracts.

By procuring more goods and services locally, and from organisations that operate ethically and sustainably, NHS Grampian as an Anchor institution can strengthen community wealth and improve wellbeing across the Grampian region.





Purposeful use of land and assets

Across Scotland, the NHS owns 278 hospital sites and buildings.³ Under-utilised buildings and outdoor spaces could be used for community benefit.

Purposeful use of lands and assets

- NHS Grampian owns a number of buildings and areas of land which are no longer used for the original purposes. Working in partnership with Local Authority and other voluntary services, communities can be supported to take ownership to re-purpose the assets to enhance community wellbeing.
- As an Anchor institution NHS Grampian is also committed to sharing space with community and voluntary services to enhance services for the Grampian population.

January 2026





Reducing environmental impact

Improving sustainability and cutting down on emissions will have a positive environmental impact.

NHS Grampian, is committed to creating a healthier future, not just for patients, but for the planet. Sustainability is a priority.

Some of NHS Grampian's initiatives, include:

- Overarching plans to reduce carbon emissions and achieve net-zero.
- Sustainable Travel - active travel by encouraging cycling, walking, and using public transport to reduce traffic congestion and air pollution.
- Energy Efficiency - Investing in renewable energy sources, LED lighting, and zero/low emission systems.
- Waste Reduction - working towards cutting down on medical waste through innovative recycling programmes and promoting reusable alternatives.





Working with partners

The impact of what we do could be significantly increased if we collaborate with partner organisations.

Working with Partners

Collaborative working can increase the positive impact on communities to:

- Develop shared goals and objectives
- Share objectives
- Share resources
- Help each other succeed
- Deliver enhanced positive impacts for local communities



Anchor institutions

Supporting local and regional economies



Reducing poverty and inequality

Working collaboratively with local partners



Community wealth building



Wellbeing economy



An economy that protects the planet and works for people, including future generations, by improving living standards, creating good jobs and purposeful businesses, and building economic resilience

Supporting Documents

	<p>NHS Grampian Plan for the Future, this is NHS Grampian's strategy for 2022-2032</p>	<p><u>Places</u></p>
	<p>Community Wealth Building and Anchor Institutions PH Scotland</p>	<p><u>Overview - Anchor institutions - Public Health Scotland</u></p>
	<p>How NHS Scotland, as an anchor institution, can reduce inequalities in Scotland</p>	<p><u>How NHSScotland, as an anchor institution, can reduce inequalities in Scotland</u></p>
	<p>The Health Foundation</p>	<p><u>The NHS as an anchor institution The Health Foundation</u></p>
	<p>Population Health Framework</p> <p>January 2026</p>	<p><u>Scotland's Population Health Framework 2025-2035</u></p>