

Public Services Reform (Scotland) Act 2010

Disclosure to comply with section 32 of the Act for 2020/2021

Section 32 of the Act requires public bodies to publish a statement of steps to promote and increase sustainable growth as well as steps to improve its efficiency, as soon as is reasonably practicable after the end of each financial year. To comply with this requirement Lothian NHS Board publishes this information on its website at:

[NHS Lothian > Our Organisation> Key Documents > Financial](#)

During 2020/2021 the Board undertook a programme to identify potential savings within its operations. The saving amounted to £33.7m and as they accumulated were reported to relevant Board Committees.

Lothian NHS Board is the largest employer in the Lothians. The Board seeks to implement the Scottish Living Wage by working with suppliers through contracting and relationship management to look for opportunities for its suppliers to implement the Living Wage within their staff structures where this does not already apply. To guide this work NHS Lothian developed a Workforce Matters Procurement Policy.

A project to increase efficiency in catering is in progress. At this stage the East of Scotland Regional Catering Strategy project is being considered by the Scottish Government and is on hold during the pandemic. The expectation is that the project will start again in the autumn 2021 assuming that the covid -19 infection rates continue to reduce.

The Directorate of Human Resources & Organisational Development leads a number of programmes that seek to improve the Board's employment opportunities, especially amongst those living in areas of multiple deprivation. These include:-

- A programme of Modern Apprenticeships, where 90% of participants are successfully completing their courses, leading to employment. A significant proportion (23%) lead on to senior roles or higher-level nursing training. Over 100 modern apprenticeships have been completed. Currently there are 78 filled positions in Nursing, Facilities and Administration. Interest in these positions is high with 80-100 applications per advert placed. The courses offered continue to be developed with the Board working in partnership with several other organisations including Education providers to "bolt on" additional courses. Several participants in the Modern Apprentice scheme have received awards for their work. Recruitment for Modern Apprenticeship courses has been modelled down to 5 weeks, application to start, which is less than half the time required in the rest of the Board.
- Graduate Apprenticeships with applications available to any age, balance the Modern Apprenticeships, which are limited to 30 years old. Currently 17 fully funded posts graduate apprenticeships are being undertaken, covering courses in Business Management, IT Software Development, IT management for business and Construction

and the built environment.

- In addition to apprenticeships Lothian NHS Board has several employability programmes. These include Project search, a 12month programme offering young people with disability work experience, accredited education and job coaching. This is delivered to 36 young people in last 12 months. Twenty-two colleagues have completed the programme and 14 are still engaged with the programme. Currently it is suspended due to covid-19.
- The Redeveloped Buddy Training for online delivery in response to covid-19. This comprises of multiple sessions delivered to 15 members of staff in total in a variety of grades. This has resulted in several awards. Currently, due to covid the scheme has been suspended.

An important part of sustaining our workforce is a strategic programme of activity with schools to engage interest and aspirations in our career opportunities and job roles. In the last twelve months we have-

- In early 2020 we offered 52 work experience positions with a further 88 cancelled due to Covid. We engaged with West Lothian IJB, participating in the Livingston FC Event, took our interactive exhibition and connected with school pupils from the West Lothian area. This was a heavily attended event with all West Lothian Primary and secondary schools represented.

Virtual Events delivered -

- DYW (Developing Young Workforce) Employer Insight Academy – created a national NHS careers insight video
- National Big Parents Event online – this national event attracted just under 2000 views
- DYW Apprenticeship Webinar - 2020 summer and winter school leavers.
- DYW Skills Academy – cv checks and mock interviews to local students
- DYW #NoWrongPath campaign w/c 4th August – case studies, videos, photos and comms plan put in place in conjunction with NES for this campaign to support National Exam Results day.
- DYW #MySkillsMakeMe campaign w/c 16th November- photos and comms plan put in place with NES to support this national campaign focused promoting, illustrating and celebrating diversity and inclusion in the workplace. Current cohort - 2 commenced programme in December 2020 both being mentored by Administrative Assistants from within the Workforce Development Team. Cohort ending June 2020 - 2 pupils graduated from Career Ready in June 2020. Articulation of apprenticeship routes to Universities - Working with education partner to progress Modern Apprentices articulation route supported by Universities.

Partnership working - The specialist lead within the NHSL corporate education workforce team sits on a number of strategic groups and boards to influence the landscape and direction of employability and youth engagement work. This includes – DYW (developing the young workforce) board, SDS (Skills Development Scotland) Public sector steering group, Edinburgh Guarantee Steering Group, Employability and Apprenticeship network NHSS. We have a high level of partnership working across 3rd sector and Education.

Inspire25 Youth Forum project concluded (project in collaboration with Youth Scotland, YMCA and Unison) – all staff completed accredited digital and leadership awards.

Youth forum provided founding work to develop into the NHSL Youth Network – now recognised staff network. Supported by Corporate Education/Workforce Development the network is jointly chaired by elected staff and is buddied by the Standard Life Aberdeen Young Persons Development Network.

We developed and piloted an approach called Health Inequalities Impact Assessment (HIIA) to identify and discuss impacts on equality groups, other populations, health determinants and human rights. This identifies key areas of impact, research questions and relevant evidence sources.

This flexible approach that can use different tools, methods and report formats. This enables organisations to ensure they meet legal requirements for Equality and Fairer Scotland Assessments, and reduces the training needed to plan and conduct the assessments.

We piloted HIIA on 7 Scottish Government health policies and 3 NHS Board policies with very positive feedback. All participants reported that the HIIA had added value and 80% said they had identified new issues, even though some policies were at a late stage of development. Participants particularly welcomed the creative scoping workshops involving stakeholders in a structured discussion that brought different perspectives together, and the purposive way evidence was used.