

**Delivery Plan Guidance**

**Additional guidance on establishing a baseline to inform Anchor Strategic Plans**

**November 2023**



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# **Introduction**

As part of the [NHS Scotland Delivery Plan Guidance](https://dghscp.co.uk/wp-content/uploads/2023/05/Item-8-Appendix-1-NHS-Scotland-Delivery-Plan-Guidance.pdf), issued in February 2023, the Scottish Government asked NHS Boards to develop the following:

*‘****a clear baseline*** *in relation to workforce; local procurement; and use or disposal of land and assets for the benefit of the community[[1]](#footnote-1)’.*

The aim of the baseline is to support NHS Boards measure progress on their anchor activity to inform their Anchor Strategic Plans, as well as to provide an overview of the current position of NHS Scotland as an anchor institution.

This communication includes a template ([Annex A](#_Annex_A_–_1)) that NHS Boards should use to establish their baseline and which should be submitted to the Scottish Government by Friday 29 March 2024.

Further information on how the metrics were developed is outlined below along with a note on some caveats and limitations in relation to the proposed metrics and data sources.

# **Background**

## Process to develop appropriate metrics

Scottish Government Health and Social Care Analysts, in collaboration with NHS Boards, have developed a set of metrics to support NHS Boards establish a baseline to measure their impact at a local level as anchor institutions.

The process of developing a set of metrics involved extensive engagement with stakeholders to explore and review existing data sources and metrics. Other existing frameworks, such as the UCL Partners Anchors measurement framework, were also reviewed. Three Boards – NHS Ayrshire and Arran, NHS Forth Valley, and NHS Lothian – tested the final set of metrics to identify any practical issues in reporting.

Feedback received through this engagement process was fundamental in ensuring that the final set of metrics are feasible, manageable, and proportionate for NHS Boards to report on. The metrics were signed off by the Place and Wellbeing Programme Board on 12 October 2023.

## Caveats and limitations

While we are confident that the proposed metrics are robust and feasible measures to support NHS Boards baseline their impact as anchor institutions, there are a number of caveats that should be acknowledged.

Some of the metrics are relatively blunt measures for the complex and nuanced outcomes around reducing health inequalities at a local level. However, as such outcomes are challenging to measure with the existing data, the proposed metrics should provide the most robust measurement possible with the available data.

For the land and assets strand, identifying appropriate metrics proved particularly challenging due to the lack of meaningful data as well as the complexity of outcomes. We have therefore included two qualitative questions to elicit a narrative on community use and barriers, which we recognise will not lend themselves to   
year-on-year comparison. However, they will provide some of the nuance needed to understand the current position around use and disposal of land and assets.

There are some issues around data incompleteness for the agreed metrics, in particular for the self-reported workforce equalities data. Incompleteness of   
self-reported staff equalities data is an analytical issue across all employers and sectors, and while this limits conclusions and interpretation, such data still provide valuable insights and are used widely in analysis and policy development.

For workforce, we have asked about Scottish Index of Multiple Deprivation (SIMD) to capture deprivation data relating to the proportion of staff, applicants, and leavers, which will provide amongst other things useful insights into the workforce geographical spread. However, as SIMD is primarily a measure of area-based deprivation we recognise there are limitations to the conclusions that can be drawn using SIMD, particularly in remote and rural areas.

It should also be noted that in a number of instances, we are asking NHS Boards to report on data that they report elsewhere. This is to signal that these data should be included and monitored as part of their Anchor Strategic Plans.

# **Reporting**

All NHS Boards are asked to establish a baseline for their anchor activity using the template in [Annex A](#_Annex_A_–_1). The template should be completed and submitted to [PAWSecretariat@gov.scot](mailto:pawsecretariat@gov.scot) by **Friday 29 March 2024**.

To avoid additional burden on NHS Boards, the metrics draw on existing data. Data sources and additional notes to help complete the template are set out in [Annex B](#_Annex_B_–).

The baseline reporting period for the metrics will be the financial year 2022/2023.

If you have any comments or questions regarding the completion of the template in [Annex A](#_Annex_A_–_1), please contact [PAWSecretariat@gov.scot](mailto:pawsecretariat@gov.scot).

# **Future reporting**

The main aim of asking each NHS Board to establish a baseline is to support them measure progress on their anchor activity which should in turn inform future iterations of their Anchor Strategic Plans.

We recognise that if the metrics had been included with the guidance issued in June 2023, NHS Boards could have baselined their current activity to inform their Anchor Strategic Plan for 2023/24. However, the process of establishing appropriate metrics took significantly longer than anticipated due to the lack of appropriate data to measure complex outcomes.

Our intention is to ask NHS Boards to measure their progress against their baseline on an annual basis, and we will issue further guidance in 2024 on submitting data for the reporting year 2023/24.

It should be noted that we have agreed to review the metrics set out in [Annex A](#_Annex_A_–_1) once we have received the baselines, taking on board any feedback and comments from NHS Boards and other stakeholders.

Finally, we would like to recognise the significant input of the many individuals from the groups listed in [Annex C](#_Annex_C_–) who contributed to the process of identifying and agreeing the final set of metrics.

**Úna Bartley** Team Leader, Place and Wellbeing Programme

**Return dates**

**Baseline for Anchor Strategic Plans 2023/24**

**Friday 29 March 2024**

# **Annex A – Baseline of anchor activity**

**Reporting year: 2023/2024**

**NHS Board: NHS Golden Jubilee**

## Workforce

| Code | Metric | Response |
| --- | --- | --- |
| W1 | How many employability programmes were underway within your Board in the reporting year? ([*Please refer to guidance note*](#_Workforce_metrics)*)* | 1. Glasgow Centre for Inclusive Living (GCiL) Placements 2. Foundation apprenticeships 3. Medicine (school students applying to study medicine who require a placement for their University application): Annual offering numbers depend on interest from schools across West Dunbartonshire 4. General including hotel (school students completing work experience in agenda for change roles, mainly within hotel and admin): 5. STEM event at Clydebank College once a year and School event in NHS GJ Conference Hotel once a year. 6. Trainee nurses and trainee doctors from Universities and NHS NES: Determined by NHS NES 7. School Children Volunteers 8. DWP sessions to support job seekers in West Dunbartonshire: Bi-monthly 9. Training sessions for Job Centre staff across Scotland: 20 events per year in total including DWP sessions and Training sessions for Job centre staff. 10. HNC Healthcare Practice Programme: Clinical areas provide support to students enrolled in the programme at West College Scotland. Areas currently providing support are as follows:  * Cardiothoracic wards (3E and 3W) * Cardiology Ward 2 East * Outpatients * Eye Centre * NSD * 2 West – orthopaedics * 2 West – general * Level 4 orthopaedics |

|  |  |  |
| --- | --- | --- |
| W2 | How many people have you engaged through employability programmes in the reporting year? | GCIL placements   * 2023/24:1   2 Foundation apprenticeships   * 2023/24: 13   Work placements for medicine (school students)   * 2023/24: 24   General including hotel: 12 school students each year  Modern apprenticeships:   * 23/24: 0   HNC Healthcare Practice Programme:   * FY 22/23: 3 students * FY 23/24: 9 students |
| W3 | Are you accredited as a Real Living Wage employer? | No  If no, are you working towards being a Real Living Wage employer?  Yes in 24/25 |
| W4 | Are you accredited as Carer Positive? | No |
| W5 | Are you accredited as Disability Confident? | Yes – leaders in this area |
| W6 | Are you accredited as Equally Safe at Work? | No |
| W7 | Are you accredited as Menopause Friendly? | We do not have formal accreditation however, NHS GJ has an Interim NHSS Menopause and Menstrual health policy and supports staff through Menopause Café events. |
| W8 | Are you accredited with the Young Person’s Guarantee? | Yes |
| W10 | Are you accredited with the Defence Employer Recognition Scheme? | Yes – Gold Status |
| W11 | Do you publish a race pay gap? | Yes – Equality data is published  [NHS Golden Jubilee Equal Pay Statement 2023](https://www.nhsgoldenjubilee.co.uk/application/files/6016/9400/5950/NHS_Golden_Jubilee_Equal_Pay_Statement_July_2023.pdf)  [Workforce Monitoring Report (including Pay Gap Analysis) 2021/22](https://www.nhsgoldenjubilee.co.uk/application/files/8516/6756/7349/3.0_FINAL_Workforce_Monitoring_Report_1_April_2021_to_31_March_2022_V2.pdf) |
| W12 | Do you publish a disability pay gap? | Yes  [NHS Golden Jubilee Equal Pay Statement 2023](https://www.nhsgoldenjubilee.co.uk/application/files/6016/9400/5950/NHS_Golden_Jubilee_Equal_Pay_Statement_July_2023.pdf)  [Workforce Monitoring Report (including Pay Gap Analysis) 2021/22](https://www.nhsgoldenjubilee.co.uk/application/files/8516/6756/7349/3.0_FINAL_Workforce_Monitoring_Report_1_April_2021_to_31_March_2022_V2.pdf) |
| W13 | Do you have a clear strategy for engaging with Local Employability Partnerships (LEPs) within your Board area? | Currently developing an Employability Plan |
| W14 | Does your Board have an identified LEP rep who attends regularly and contributes to the development, implementation and continuous improvement of the LEP Investment Plan? Please provide name and title for the rep(s) within your Board. | Yes  Name and title:  Elaine Barr, Recruitment Manager, NHS Golden Jubilee. |
| W15 | Please state if you are actively targeting one or more of the following groups, either through recruitment, employability programmes or progression schemes, or through working with partners e.g. LEP, college, university. (Please tick all groups that you are actively targeting). ([*Please refer to guidance note*](#_Workforce_metrics)*)* | Care experienced  Carers  Black and Minority Ethnic groups  People living in the 20% most deprived areas  Disabled people  Gypsy Travellers  Dependent on alcohol and drugs  Homeless people  Recently left prison  Refugees and asylum seekers  Priority family groups at risk of child poverty, please state which:  lone parents  young mothers (under 25 years old)  minority ethnic families  large families (with three or more children)  families with a baby (under one)  families with a disabled adult or child  Other (please state): |
| W16 | Do you have plans to systematically collect data on any of these groups? | No |
| W17 | What is the distribution of your workforce by protected characteristics and SIMD in the reporting year? ([*Please refer to guidance note*](#_Workforce_metrics)*)* | See Annex D below. |
| W18 | What is the distribution of your workforce leavers by protected characteristics and SIMD in the reporting year? ([*Please refer to guidance note*](#_Workforce_metrics)*)* | See Annex D below. |
| W19 | What is the distribution of applicants and their success rate by protected characteristics and SIMD in the reporting year? ([*Please refer to guidance note*](#_Workforce_metrics)*)* | NHS Education Scotland will provide the data via [Turas Data Intelligence](https://turasdata.nes.nhs.scot/) by March 2024 (see guidance note) |

## 

## Procurement

| Code | Metric *(*[*Please refer to guidance notes for each question below*](#_Procurement_metrics)*)* | Response |
| --- | --- | --- |
| P1 | What is your total spend on local businesses in the reporting year? | £467,747 (West and East Dunbartonshire) |
| P2 | What percentage of your overall spend is on local businesses in the reporting year? | 0.58% |
| P3 | What is your total spend with SMEs in the reporting year? | 32,179,274 |
| P4 | What percentage of your overall spend is with SMEs in the reporting year? | 40.4% |
| P5 | What is your total spend on contracts with supported business in the reporting year? | £0 |
| P6 | What is your total spend with third sector bodies in the reporting year? | As per note from SG – cannot report |
| P7 | Please list all community benefits delivered through procurement during the reporting year. | See extract on page 5 from The Golden Jubilee University National Hospital (GJUNH) expansion projects [Annual Procurement Report 2022-23](https://eur01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.nhsgoldenjubilee.co.uk%2Fapplication%2Ffiles%2F4217%2F0565%2F9727%2FAnnual_Procurment_Report_2022-23.pdf&data=05%7C02%7CLaura.Morrison%40gjnh.scot.nhs.uk%7C4687af04e5274767994d08dc2706e860%7C10efe0bda0304bca809cb5e6745e499a%7C0%7C0%7C638428157830730726%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C0%7C%7C%7C&sdata=9GANQcOt3tHO7qpyNGYkBZGzSjGQp9lOroYVftj5YKw%3D&reserved=0) |
| P8 | What percentage of your newly awarded contracts are with suppliers that are Real Living Wage Accredited or committed to pay the Real Living Wage, for the reporting period? | 14.2% |

## Land and Assets

| Code | Metric | Response |
| --- | --- | --- |
| LA1 | How many asset transfer requests have you received to date? *(*[*Please refer to guidance note*](#_Land_and_Assets)*)* | NONE |
| LA2 | How many asset transfers have been awarded to date? *(*[*Please refer to guidance note*](#_Land_and_Assets)*)* | NONE |
| LA3 | Do you have a process in place for embedding anchor procurement activities in new developments? For example, working with local suppliers. | Yes in line with NHS Scotland Framework 2 arrangements |
| LA4 | Do you have a process in place for embedding anchor employment and activities in new developments? For example, providing local employment opportunities (including apprenticeships) through direct or indirect employment through suppliers. | Yes in line with NHS Scotland Framework 2 arrangements |
| LA5 | Do you have a process in place for embedding anchor sustainability activities in   1. new developments (e.g. energy supply through renewable sources and utilising opportunities for energy generation where surplus energy can be used by target populations) 2. existing sites (e.g. green space, café, bookable multipurpose spaces)?   *(*[*Please refer to guidance note*](#_Land_and_Assets)*)* | a) No  b) No |
| LA6 | Does your strategy for new building and estates development include provision for community use   1. now (e.g. green space, café, bookable multipurpose spaces) 2. in the future (e.g. disposal or redevelopment, suitability for conversion to housing, education)?   *(*[*Please refer to guidance note*](#_Land_and_Assets)*)* | a) Yes for public spaces (but not bookable)  b) No |
| LA7 | Do you have a process in place for engaging with the local community in planning the design and use of new developments? | Yes – all developments have a dedicated communications plan which includes engagement with key stakeholders |
| LA8 | Does engagement with the community on new developments include any of your Board’s target populations and/or target organisations? | Yes – all developments have a dedicated communications plan which includes engagement with key stakeholders |
| LA9 | Do you engage with other anchor partners in planning new developments (e.g. local authority, college, university)? *(*[*Please refer to guidance note*](#_Land_and_Assets)*)* | Yes |
| LA10 | Do you have a policy or strategy in place for local community use of existing land and buildings? | No. However community events have been held on site, we host annual events linked to the Lancastria memorial and Hotel is hired by local community for private functions. |
| LA11 | Do you have a process for local community to engage with the organisation to request use of existing sites? | No. We have open communication with the local community and have regular conversations with local community councils, elected officials and West Dunbartonshire Council. |
| LA12 | Does engagement with the community on existing sites include any of your Board’s target populations and/or target organisations? | Yes. All developments have a dedicated communications plan which includes engagement with key stakeholders. |
| LA13 | Do you have a mechanism in place for community and partners to be notified of assets that are surplus/ could be transferred? | Yes (property transactions handbook) |
| LA14 | Please list the current use of land and assets by community groups and activity type (including retail space). | No |
| LA15 | Please list the known key barriers to use/disposal of land and assets by community groups. | No current strategic disposal plans |

# **Annex B – Data sources and additional notes**

## Workforce metrics

**Key data sources:** Staff Governance Monitoring; NES TURAS.

**Additional notes on Workforce metrics**

* + - * **W1:** Definition of Employability: Employability covers a range of activity to help participants gain skills, confidence and experience supporting them to progress towards and access employment opportunities, and to sustain and progress in work.
* **W15:** When we ask about the following groups – dependent on alcohol and drugs, homeless people, recently left prison – we are referring to a people with lived experience of addiction, homelessness and the criminal justice system.

When we ask about ‘Priority family groups at risk of child poverty’ we are referring to those identified within the Government’s [Best start, Bright Futures: tackling child poverty delivery plan](https://www.gov.scot/publications/best-start-bright-futures-tackling-child-poverty-delivery-plan-2022-26/). We recognise the challenge in identifying these groups as they are quite specific, however we are seeking this information to understand where NHS employment could help to mitigate against child poverty, which we know can lead to health inequalities.

* + - * **W17 – W18:** NHS Education Scotland will provide the data via [Turas Data Intelligence](https://turasdata.nes.nhs.scot/) by March 2024. When available, we will write to Anchor Leads with instructions on how to access the data.
      * **W19**: NHS Education Scotland will provide the data via [Turas Data Intelligence](https://turasdata.nes.nhs.scot/) by March 2024, providing data sharing agreement is reached with sufficient time to undertake analysis and quality assurance. If available, we will write to Anchor Leads with instructions on how to access the data.

## Procurement metrics

**Key data source:** Procurement Annual Report Annex A.

**Additional notes on Procurement metrics**

* **P1 – P2:** 
  + ‘Local’ is defined using the invoice address as registered on Spike Cavell/DXC.
  + For territorial NHS Boards, local spend is classified as expenditure with suppliers whose postcodes within DXC Spend Analytics are located within the local authority areas covered by the territorial Health Board.
  + For national NHS Boards, local spend is classified as expenditure with suppliers whose postcodes within DXC Spend Analytics are located within Scotland.
* **P3 – P4:** ‘Small and medium enterprises’ (SMEs) means businesses with no more than 250 employees.
* **P4:** We are aware this is not reported as part of procurement annual reports. This should be calculated by dividing the total spend with SMEs in reporting year (metric P3) by your total overall procurement spend in the reporting year.
* **P5:** ‘Supported business’ means an organisation whose main aim is the social and professional integration of disabled or disadvantaged persons and where at least 30% of the employees of the organisation are disabled or disadvantaged persons.
* **P7:** Community benefits are defined as relating to training and recruitment or availability of sub-contracting opportunities; or which is otherwise intended to improve the economic, social or environmental wellbeing of the contracting authority’s area in a way additional to the main purpose of the contract in which the requirement is included.

## Land and Assets metrics

**Key data source:** Asset Transfer Request annual report.

**Additional notes on Land and Assets metrics**

* **LA1 – LA2:** This should be counted from the earliest available data on asset transfers up to and including the reporting year 2022/23.
* **LA5, LA6 and LA9:** We have provided examples of the types of activities that may feature as part of Anchors Land and Assets work however, these are not exhaustive.

# **Annex C – Engagement**

To develop the metrics to support NHS Boards establish a baseline, we engaged with representatives from the following groups and organisations:

* Anchors Delivery Group
* Anchors Workforce Strategic Group
* Land and Assets Task and Finish group
* National Services Scotland
* NHS Ayrshire and Arran
* NHS Forth Valley
* NHS Lothian
* NHS Education for Scotland
* NHS Procurement Services Senior Management Team
* Procurement Task and Finish group
* Public Health Scotland
* Scottish Property Advisory Group
* Scottish Government NHS Workforce Policy
* Scottish Government Procurement Policy and Analysis
* Scottish Government Wellbeing Economy Analysis
* Supplier Development Programme
* UCL Partners (Health Foundation).

# **Annex D – Distribution of Workforce by Protected Characteristics and SIMD**

The tables and charts in the pages below show the distribution of workforce and leavers by protected characteristics and SIMD as at 31 December 2023.

## Disabled

|  |  |  |
| --- | --- | --- |
|  | **Employees** | **Leavers** |
| **No** | 80.3% | 75.8% |
| **Yes** | 1.4% | 0.0% |
| **Declined** | 3.0% | 3.2% |

## Ethnicity

|  |  |  |
| --- | --- | --- |
|  | **Employees** | **Leavers** |
| **African - African** | 0.7% |  |
| **African - Other** |  |  |
| **Asian - Chinese** | 0.2% |  |
| **Asian - Indian** | 3.5% | 3.2% |
| **Asian - Pakistani** | 1.0% |  |
| **Asian - Other** | 1.6% |  |
| **Caribbean or Black - Other** |  |  |
| **White - Scottish** | 63.5% | 50.0% |
| **White - Irish** | 1.4% |  |
| **White - Polish** |  |  |
| **White - Other British** | 6.2% | 13.1% |
| **White - Other** | 4.3% | 4.4% |
| **Mixed or Multiple Ethnic Group** | 0.9% |  |
| **Other Ethnic Group - Arab** |  |  |
| **Other Ethnic Group - Other** | 0.7% |  |
| **Declined** | 4.2% | 3.6% |
| **Not Known** | 11.3% | 20.2% |

## Religion

|  |  |  |
| --- | --- | --- |
|  | **Employees** | **Leavers** |
| **Buddhist** | 0.2% |  |
| **Church of Scotland** | 16.5% | 13.5% |
| **Roman Catholic** | 22.3% | 17.9% |
| **Christian - Other** | 8.7% | 9.5% |
| **Hindu** | 1.3% |  |
| **Jewish** |  |  |
| **Muslim** | 1.6% |  |
| **Sikh** |  |  |
| **No Religion** | 28.9% | 34.9% |
| **Other** | 2.2% |  |
| **Declined** | 8.9% | 6.3% |
| **Not Known** | 8.9% | 12.7% |

## Sexual Orientation

|  |  |  |
| --- | --- | --- |
|  | **Employees** | **Leavers** |
| **Bisexual** | 1.3% |  |
| **Gay/Lesbian** | 2.4% | 4.0% |
| **Heterosexual** | 76.2% | 77.0% |
| **Other** | 0.5% |  |
| **Declined** | 8.9% | 4.0% |
| **Not Known** | 10.8% | 12.3% |

## SIMD

|  |  |  |
| --- | --- | --- |
|  | **Employees** | **Leavers** |
| **1** | 25.2% | 22.2% |
| **2** | 19.1% | 13.5% |
| **3** | 14.9% | 16.3% |
| **4** | 15.9% | 19.0% |
| **5** | 21.6% | 24.6% |

## Transgender

|  |  |  |
| --- | --- | --- |
|  | **Employees** | **Leavers** |
| **No** | 82.9% | 73.8% |
| **Yes** | 0.0% | 0.0% |
| **Declined** | 4.2% | 4.4% |
| **Not Known** | 12.9% | 21.0% |

1. See Section 6.5 of the [NHS Scotland Delivery Plan Guidance](https://dghscp.co.uk/wp-content/uploads/2023/05/Item-8-Appendix-1-NHS-Scotland-Delivery-Plan-Guidance.pdf). [↑](#footnote-ref-1)