

**NHS Greater Glasgow & Clyde**

**NHSGGC Board**

**16<sup>th</sup> April 2019**



**Paper No:19/24**

**Director of Human Resources and  
Organisational Development**

**Widening Access to Employment - Briefing**

**1. Recommendation**

1.1 The NHS Greater Glasgow and Clyde Board is asked to note the activity undertaken to support the Widening Access to Employment agenda for the period 2018/ 2019.

**2. Purpose of Paper**

2.1 This paper sets out the activity and projects within the NHS Greater Glasgow and Clyde Youth Employment Plan, and other widening access to employment initiatives.

**3. Key Issues to be considered**

3.1 The Board is asked to note that NHS Greater Glasgow and Clyde is actively engaged in the Scottish Government Developing the Young Workforce (DYW) strategy with representation on the DYW Glasgow and DYW West regional boards.

3.2 NHS Greater Glasgow and Clyde is also a member of the NHS Scotland Employability and Apprenticeship Network with other national and territorial boards and working with a range of partners to support the youth employment and wider employability agendas.

**Any Patient Safety /Patient Experience Issues**

None

**Any Financial Implications from this Paper**

None

**Any Staffing Implications from this Paper**

Improved access to NHS jobs.

**Any Equality Implications from this Paper**

None

**Any Health Inequalities Implications from this Paper**

None

**Has a Risk Assessment been carried out for this issue? If yes, please detail the outcome.**

No

**Highlight the Corporate Plan priorities to which your paper relates**

Better Workplace

**Author** Anne MacPherson, Director of Human Resources and Organisational  
Development  
**Tel No** 0141 201 4797  
**Date** 4 April 2019

## Widening Access to Employment - Briefing

### 1. Introduction and Context

1.1 NHS Greater Glasgow and Clyde aims to ensure the supply of a sustainable and skilled workforce now and for increasing service demands in the future as our patient population and workforce demographics change. In support of this aim NHS Greater Glasgow and Clyde has a long term strategy to promote NHS Greater Glasgow and Clyde as an employer of choice, and for widening access to NHS job opportunities for those experiencing actual, or perceived, barriers to employment. NHS Greater Glasgow and Clyde also recognises the impact of long term unemployment on the health and wellbeing of our patient population and the need to broaden widening access support to all those needing support to enter NHS employment. Examples of individuals supported through our programmes include:

- long term unemployed
- 16 – 24 year olds
- veterans
- disabilities
- care experienced
- black and minority ethnic
- LGBTI
- people with convictions

1.2 In order to support the above it is essential that we:

- ensure an awareness of the breadth of career opportunities available within the NHS and develop an understanding of the pathways into these
- create new pathways into employment for those facing barriers to employment and/or are under-represented within the workforce

1.3 This paper sets out the activity and projects within the NHS Greater Glasgow and Clyde Youth Employment Plan, and our current draft Widening Access to Employment Strategy, to support these aspirations.

1.4 It should be noted that NHS Greater Glasgow and Clyde are active supporters and actively engaged in the Scottish Government Developing the Young Workforce (DYW) strategy with representation on the DYW Glasgow and DYW West regional boards. NHS Greater Glasgow and Clyde is also a member of the NHSScotland Employability and Apprenticeship Network with other national and territorial boards and working with a range of partners to support the youth employment and wider employability agendas.

### 2. Careers Awareness

2.1 NHS Greater Glasgow and Clyde is engaged in a broad range of activities to ensure the wider community is aware of the range of NHS career opportunities and how they can access these. This includes visits and careers sessions in the following settings:

- Primary schools
- High schools
- College and universities
- Jobcentres

- Employability agencies
- Community based jobs fairs
- National careers exhibitions

Awareness sessions are also delivered to teachers, work coaches in JobcentrePlus and employability advisors in partner agencies.

In 2017/18 a total of **46** events were supported by the Workforce Employability team (2 individuals) and/or NHS Greater Glasgow and Clyde Careers Ambassadors. This increased to **84** events in 2018/19.

Our attendance at large scale events aimed at Career Awareness and supporting pupils to make appropriate subject choices has reached a school age audience of approximately 8,000 young people.

We also attended events at 30 schools across our Board Area to promote pathways and support subject choices.

- 2.2 Work placements are also important in showcasing NHS careers and supporting people to make informed choices about possible career destinations. The School Work Experience and Adult Work experience policies support this activity and a breakdown of placement activity is outlined below.

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19 to date</b>
School	538	668	587
Adult	68	45	53

- 2.3 There has been significant development of the careers insight placement programmes offered within NHS Greater Glasgow and Clyde in the last two years. Services and professions have been to move to a structured model of work experience/careers insight to ensure improved equity of access and standardised content. These are open to senior phase pupils and some programmes are also open to adults.

	<b>New Careers Insight Programmes</b>
2017/18	Physiotherapy ( 2 day programme)
2018/19	Laboratory Medicine ( 5 day programme) Speech & Language Therapy (2 day programme) Dentistry ( 2 day programme) Nursing & Midwifery (3 day programme) Medicine ( 2 day programme)
2019/20 (in development)	S2/S3 Taster Days (half day sessions)

### **3. Development of New Pathways into Employment (pre-employment training)**

- 3.1 Since August 2016 NHS Greater Glasgow and Clyde has designed and implemented a pre-employment programme model to support unemployed people, including young people, into entry level vacancies. This model offers six weeks of training to provide core knowledge and skills, provide hands on practical experience with guaranteed interviews for suitable vacancies for those who successfully complete. This model

includes classroom training and a work placement. The programme has been used for clinical and non-clinical posts.

- 3.2 Four intakes of trainees have been supported through this process with two main partners. NHS Greater Glasgow and Clyde began working with the Prince's Trust in late 2016 and has used the model to support two 'Get into Healthcare' programmes for young people (2016 and 2017 intakes). These programmes were designed for entry into clinical Band 2 Healthcare Support Worker roles (HCSW). In 2018 NHS Greater Glasgow and Clyde piloted the model with Clyde Gateway partners to support unemployed people in the East End of the city with one intake aligned to clinical HCSW posts and the second aligned to Support Services Assistant (catering) roles.

	Programme	Outcomes
2017/18	Get Into Healthcare Programmes	<ul style="list-style-type: none"> <li>• 25 young people started the programme with 19 completing</li> <li>• All 19 moved into employment within NHS GGC on completion (3 chose to take up bank work rather than substantive posts)</li> </ul>
2018/19	Clyde Gateway Programmes	<ul style="list-style-type: none"> <li>• 14 of the 21 trainees completed with 13 moving into employment (11 within NHS GGC)</li> <li>• 2 trainees took employment with other employers</li> <li>• 2 trainees who did not complete moved into employment with other employers</li> </ul>
2019/20	NHS GGC will be working to support the NHSScotland Partnership with the Prince's Trust which aims to support 400 young people through the Get Into Healthcare programme. The Prince's Trust activity, along with wider roll out of the training model to other employability target groups, is being considered as part of the revised Widening Access to Employment Strategy which is in its the final stages of development and will be considered by the NHS GGC Corporate Management Team in May 2019.	

### 3.3 Volunteering Policy & Programme

Although the scope of the NHSGGC volunteering programme embraces people of all ages who wish to volunteer in the NHS, the policy does encourage participation from young people who are able to give a continuing commitment to a volunteer opportunity in the NHS. This programme, in partnership with the schools engagement programme, is part of the strategy to encourage young people to come and work for the NHS. Current figures indicate 244 out of 701 volunteers are aged between 16-29 years of age which represents 35% of our volunteer population in NHSGGC.

### 3.4 Medic Insight

NHS Greater Glasgow and Clyde partnered with the Glasgow Medic Insight Group to support their planned programme for 96 S5 pupils in June/July 2018 which provided a week long programme for participants to develop their awareness of the range of medical specialities available, and to assist with their preparation for medical school applications. The programme for 2019 is scheduled to take place with pupils to be confirmed.

#### 4. Project Search

4.1 NHS Greater Glasgow and Clyde established its Project Search programme in 2013 and is now in its 6<sup>th</sup> year. This programme, delivered in partnership with Glasgow City Council and Glasgow Clyde College, provides support to young people with learning disabilities and/or autistic spectrum disorders. Through classroom training, placements and work coaching trainees are prepared for exposed to three different placements within Glasgow Royal Infirmary services. Placements included clinical and non-clinical opportunities. Since the programme started 35 young people have been supported into employment, 24 within NHS Greater Glasgow and Clyde and 11 with other employers.

	Withdrawals	In NHSGGC Employment	In External Employment	In Job Coaching
<b>Year 2 (2014/2015)</b> 6 starts	0	6	0	
<b>Year 3 (2015/16)</b> 11 starts	0	6	3	2
<b>Year 4 (2016/17)</b> 12 starts	2	5	5	
<b>Year 5 (2017/18)</b> 12 starts	0	7	3	1
<b>Year 6 (2018/19)</b> 11 starts	1	10 Trainees still engaged in programme		

4.2 The initial programme focus was supported by Acute and Corporate areas. The Health and Social Care Partnership Chief Officers are engaged to expand the programme beyond Glasgow City, with Inverclyde HSCP the early implementer.

#### 5. Apprenticeships

##### 5.1 Modern Apprenticeships

NHS Greater Glasgow and Clyde established its significantly sized Modern Apprenticeship programme in 2013 following a successful pilot stage 2009-2012. The programme was established to support the increased recruitment of young people within NHS GGC. 166 apprentices have been appointed since 2013 across 12 different apprenticeship frameworks including:

1. Accounting
2. Business & Admin
3. Children's Care, Learning & Development
4. Engineering
5. Health & Social Care
6. Healthcare Support (clinical and non clinical pathways)
7. IT & Telecomms
8. Life Sciences
9. Plumbing
10. Social Services – Children & Young People
11. Social Services & Healthcare
12. Youth Work

Trainees have been recruited in cohorts:

<b>2013 Cohort 1</b>	51 apprentices
<b>2015 Cohort 4</b>	50 apprentices
<b>2017 Cohort 3</b>	65 apprentices
<b>2019 Cohort 4 (in development)</b>	20 posts already in development more expected

Outcomes to date:

- 75 have completed training and are in full-time posts within NHS Greater Glasgow and Clyde or another NHS Scotland board (45%)
- 46 still are still in training (28%)
- 25 resigned before completion of training (15%)
- 8 completed and moved into health related college or university programmes on/shortly after completion (4.8%)
- 8 completed but have moved into employed with other employers (4.8%)
- 2 have completed and now attending university but maintaining part-time posts within NHS GGC (1.25%)
- 4 had their employment terminated before completion (2.5%)
- Excluding those still engaged in training 73% of apprentices are working within NHS Scotland or studying on NHS related further/higher education programmes

## 5.2 Foundation and Graduate Apprenticeships

Modern apprenticeships are one opportunity available through the Skills Development Scotland Apprenticeship Family. Two new opportunities have been established in the last two years.

**Foundation Apprenticeships** have been established for senior school pupils to gain accredited qualifications and work experience while still at school. NHS Greater Glasgow and Clyde is currently piloting this model with three Engineering Systems foundation apprentices hosted by the Estates service in the 2018/19 academic year.

**Graduate Apprenticeships** offer new/existing staff to acquire degree level qualifications through university hosted programmes. NHS Greater Glasgow and Clyde is scoping engagement with this model to up skill existing staff and/or for new entrants to the workforce. This is in the early stages of development and frameworks are being evaluated for suitability. It is anticipated that should the appropriate framework be identified, GA's could commence within NHSGGC for Academic Year 2019/20.