

NHS Board
29 March 2023

Lanarkshire NHS Board
Kirklands
Fallside Road
Bothwell
G71 8BB
Telephone: 01698 855500
www.nhslanarkshire.scot.nhs.uk



SUBJECT: Recruitment and Employability Initiatives

1. PURPOSE

This paper is coming to the NHS Board:

To provide an update on employment and recruitment initiatives which include Staff Bank.

For approval	<input type="checkbox"/>	For Assurance	<input type="checkbox"/>	For Noting	<input checked="" type="checkbox"/>
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2. ROUTE TO THE NHS BOARD

This paper has been:

Prepared	<input checked="" type="checkbox"/>	Reviewed	<input type="checkbox"/>	Endorsed	<input type="checkbox"/>
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Prepared following discussion at the January 2023 Board meeting where an overview of recruitment initiatives was requested.

3. SUMMARY OF KEY ISSUES

The Human Resources Directorate implemented several initiatives to help widen access and meet both service and workforce demands. It was further recognised that imagery is essential in recruitment marketing as it helps to engage candidates. With these objectives in mind, the following actions have been executed.

3.1 Marketing Considerations

New Recruitment Website

In December 2022, NHS Lanarkshire launched a new Recruitment Website to promote attracting more people to join NHS Lanarkshire, which includes information relevant to NHS Lanarkshire; bespoke videos and photography. Work continues with the Communications Team to maximise the content and reach of the Website. A campaign calendar is being developed which will see targeted recruitment drives take place at regular intervals. The website is accessible through the following link: <https://www.nhslanarkshire.scot.nhs.uk/recruitment/>

Refreshed Video and Photography Materials

A bank of videos and photographs for hard to recruit to areas is now available. These tools are being utilised to enhance job adverts and bespoke recruitment campaigns. The use of the selected and consistent photos and videos will make NHSL instantly recognisable and has the potential to open up a pathway to encourage candidates to have positive connections with NHS Lanarkshire.

A mini tender exercise is underway to commission further videos and photography.

Social Media

Social media advertising has been extended to include Tweets, Facebook, LinkedIn, etc. This resource allows NHS Lanarkshire to extend the reach beyond Job Train. Work is underway to allow the Recruitment Team direct access to social media which will include a Facebook recruitment page.

3.2 Activity and Recruitment Campaigns

The demand on the general recruitment team (excluding staff bank) has risen considerably since 2019/20 (3055 posts). During 2021/22 (5083 posts) the demand increased by approximately 40% with the same level of activity being forecast for 2022/23. Similarly, activity within Staff Bank has increased by 46% between 2019/20 and 2021/22 with the same level of activity forecast for 2022/23. Various targeted recruitment campaigns have added to the volume of requests. Additional campaigns have been undertaken as follows:

International Recruitment Project

During 2021/2022 Lanarkshire was set a target by Scottish Government to recruit 17 International Adult Nurses who were afforded a relocation package via Scottish Government funding. Additional support was provided via Practice Development to ensure these individuals were able to pass their OSCE exam on arrival which allowed them to register with the NMC in the UK and practice as a Band 5 registrant.

A further target was set by Scottish Government for 2022/23 for 39 Nurses /AHP's. NHS Lanarkshire are on track to exceed this target by a further 10 offers. It should be noted however that arrival dates are spread throughout the calendar year.

The Newly Qualified Nurse recruitment process was further developed in 2022 to help attract the highest numbers of newly qualified nurses into NHS Lanarkshire. A total of 335 Band 5 nurses commenced in post with the majority of these individuals working as Band 4 Health Care Support workers prior to receiving their registration.

CAHMS – Has a dedicated recruitment team which support managers in delivering targeted recruitment. The initiatives include a microsite that has been developed and is about to be launched along with bespoke videos of staff and premises.

Dawnfresh Recruitment Event attended following the announcement of its closure.

District Nursing – Recruitment events promoted via social media.

Shotts Nursing – Recruitment campaign promoted via social media.

3.3 Recruitment to Staff Bank

Student Recruitment:

AHP, Paramedic, Nursing and Medical students were invited to apply to join the staff bank. In line with the DL (2022) 33 Enhancing Workforce Capacity, the department are moving towards 'open recruitment' for students to join the staff bank and the process for this is in the development stage. This will enable students to apply to join at a convenient time to them. The reach of adverts was further extended to include additional universities and colleges as part of our student recruitment programme which did materialise in additional applications being received.

A trial was undertaken at UHH Emergency Department to recruit Medical students into a Band 3 medical support role on the bank. It is currently being scoped for potential extension of this initiative at the other two Emergency Departments.

Final year nursing students who work on staff bank were invited to express an interest in a fixed term contract for 6 months in a Band 4 HCSW role. 42 students expressed an interest and to date nursing services have identified roles for 17 students.

External Recruitment to the Staff Bank

In a bid to assist service to recruit to staff bank an additional external advert for HCSWs was placed. This resulted in 305 additional applications being received.

Adverts are open all year-round for Registered Nurses; and currently open for Advanced Neonatal Nurse Practitioners and Porters to join the staff bank.

HCSWs are also recruited to the staff bank via the employability course in conjunction with New Colleague Lanarkshire. This attracts approximately 80 candidates per year.

Internal Recruitment to Staff Bank

A fast-track internal process is available for nursing and midwifery, Allied Health Professionals, administrative services and hotels services staff to join the staff bank. Managers make this request directly to recruitment to take forward. 456 staff joined via this process from April to December 2022. Open recruitment days took place during February 2023 to invite internal staff in the identified staff groups to join the staff bank at a 'one stop shop' event. The new on-line fast track process was piloted which saw up to 50 new entrants to join bank in one day. The new process significantly improves the time to join bank and issue a contract for existing staff. As an example of efficient it can be:

10am – Employee submitted online application – it is sent to their line manager for digital signature approval.

1030am – Line Manager approved the application via a prompt in MS Teams.

1045am – **Staff Bank approved the application**

1050am – **Contract was emailed including the above digital signatures to the employee for their new bank post.**

11am – **Employee digitally signed and returned the contract.**

The process has gone from taking a number of days for approvals and contracts to be generated to being possible within as little as an hour.

The focus is on making it easy for people to join Staff Bank with a view to growing staff bank to provide higher fill rates of shifts and help to deliver safe, sustainable staffing across NHS Lanarkshire.

Following successful testing of the revised Fast Track process it's intended to extend a variation of it to some external recruitment posts – such as healthcare students and registered healthcare professionals joining staff bank from outside of NHSL.

3.4 Widening Access – Employment Initiatives

Employability Hub

The Employability Hub team have recently had funding support from H&SCP colleagues confirmed. This team will support the strategy which is under development and whole system working. The initiatives the team are involved in are outlined below in more detail however the team have also been promoting NHS jobs in a number of ways, including sessions with DWP, local employability partners and Routes to Work. They have developed case studies on the employability programmes and articles for press releases, two of which have been published.

Foundation Apprenticeships

Sixteen senior school pupils joined NHS Lanarkshire between September 22 and January; 10 in social Services and Healthcare, 6 in Business Skills. In addition, 26 long term unemployed individuals were recruited into placements in NHS Lanarkshire in September 2022 for 6 months.

Demonstrator Project

In response to the No-One Left Behind agenda, the NHS Demonstrator Programme was developed and individuals started working with NHS Lanarkshire in September 2022. The programme was aimed at attracting long-term unemployed individuals, aged 25+, back into the labour market. Some of these individuals were also lone parents which positively contributed to the aims of the Child Poverty Action Plan. The programme provides wraparound support, access to vocational training and a paid work placement. 26 individuals started on paid placements for six 6 months across various sites in a variety of roles such as; housekeeper, domestic assistant, porter, administration assistant and healthcare support worker. The success of the programme has been clear to see as it has helped the individuals get back into employment, while providing NHS departments with valuable staff members that have contributed positively to their teams.

Kickstart

Fifteen young people were recruited in to paid placements in early 2022 in a variety of roles including clerical, housekeeping, healthcare support and domestic for 6 months. 8 of these young people secured appositive outcome by the end of the 8 months either into employment or onto College. The funding for the posts was provided via Young Persons Guarantee.

Modern Apprenticeships

Human Resources have worked with managers to promote the benefits of MA's. A recruitment campaign will take place starting on apprenticeship week, 6-10th March 2023. Five MA's are due to commence w/c 28th February with funding provided via Young Persons Guarantee.

Graduate Apprenticeships

NHS Lanarkshire have advertised GA opportunities to internal staff to allow them to upskill. In September 2023 10 staff started on 4 year Apprenticeships with GCU.

Internships

NHS Lanarkshire recruited 5 Interns in the Summer of 2022 in IT and Finance via Young Persons guarantee funding, 4 of which have secured permanent posts within the Board.

Project Search

NHS Lanarkshire continues to support 24 young people with additional support needs across Lanarkshire. Two students secured employment in NHSL under the Young Persons Guarantee funding.

Clinical Employability Programme

This long running programme has continued to be a success over the last year with 80 unemployed individuals joining the scheme and on successful completion joining staff bank.

RCN Cadet programme pilot

Fourteen young people from Lanarkshire will complete a 20-hour placement w/c 27th March 2023. This has been facilitated by HR and Practice Development.

North and South Lanarkshire Care Academy

Due to the success of the North Lanarkshire Care Academy this initiative has now being extended to South Lanarkshire with a new Memorandum of Understanding being signed. An official launch will take place in February 2023.

Some of the strands of work include:

- Exploring and encouraging opportunities for apprenticeships across councils and the health board.
- Jointly supporting recruitment fairs and attraction activities around health and social care
- Reviewing policies and procedures by all parties to ensure support for a consistent approach to MoU activities.
- Working with Education across both councils to build awareness of careers in Health and Social care.
- Exploring and identifying opportunities for promoting student opportunities across all organisations from school, further and higher education establishments.

4. STRATEGIC CONTEXT

This paper links to the following:

Corporate objectives	<input checked="" type="checkbox"/> <input type="checkbox"/>	AOP	<input type="checkbox"/>	Government policy	<input type="checkbox"/>
Government directive	<input checked="" type="checkbox"/> <input type="checkbox"/>	Statutory requirement	<input type="checkbox"/>	AHF/local policy	<input type="checkbox"/>
Urgent operational issue	<input checked="" type="checkbox"/> <input type="checkbox"/>	Other	<input type="checkbox"/>		

5. CONTRIBUTION TO QUALITY

This paper aligns to the following elements of safety and quality improvement:

Three Quality Ambitions:

Safe	<input checked="" type="checkbox"/> <input type="checkbox"/>	Effective	<input checked="" type="checkbox"/> <input type="checkbox"/>	Person Centred	<input checked="" type="checkbox"/> <input type="checkbox"/>
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Six Quality Outcomes:

Everyone has the best start in life and is able to live longer healthier lives; (Effective)	<input type="checkbox"/>
People are able to live well at home or in the community; (Person Centred)	<input type="checkbox"/>
Everyone has a positive experience of healthcare; (Person Centred)	<input type="checkbox"/>
Staff feel supported and engaged; (Effective)	<input type="checkbox"/>

Healthcare is safe for every person, every time; (Safe)	<input type="checkbox"/>
Best use is made of available resources. (Effective)	<input type="checkbox"/>

6. MEASURES FOR IMPROVEMENT

Recruitment, supplementary staffing and widening access approaches will continue to be assessed to ensure that the demands of the service and workforce are met through targeted, bespoke initiatives.

7. FINANCIAL IMPLICATIONS

The increased demands of recruitment have resulted in bespoke approaches which include International recruitment drives, utilising tools such as web design and social media. Funding was initially received through Scottish Government for 22/23.

8. RISK ASSESSMENT/MANAGEMENT IMPLICATIONS

Availability of staff has been recognised as a high risk within the Board. Recruitment initiative will continue to address staffing requirements.

9. FIT WITH BEST VALUE CRITERIA

This paper aligns to the following best value criteria:

Vision and leadership	x <input type="checkbox"/>	Effective partnerships	x <input type="checkbox"/>	Governance and accountability	x <input type="checkbox"/>
Use of resources	x <input type="checkbox"/>	Performance management	<input type="checkbox"/>	Equality	x <input type="checkbox"/>
Sustainability	x <input type="checkbox"/>				

10. EQUALITY AND DIVERSITY IMPACT ASSESSMENT

Has an E&D Impact Assessment has been completed?

Yes
No

11. CONSULTATION AND ENGAGEMENT

A range of partners have been involved in the development of the above initiatives.

12. ACTIONS FOR THE NHS BOARD

The NHS Board are asked to:

Approve	<input type="checkbox"/>	Gain Assurance	<input type="checkbox"/>	Note	<input checked="" type="checkbox"/>
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Note the position.

13. FURTHER INFORMATION

For further information about any aspect of this paper, please contact;

Name: Kay Sandilands
Designation: Director of Human Resources
Telephone: 07768 035638