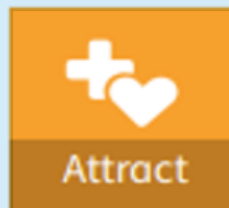
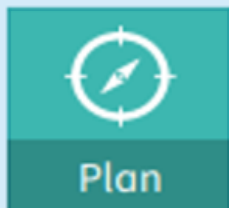


# Widening Access and Participation to Employment Strategy 2023/2026

Our Health Together,  
Living our Best Lives  
in Lanarkshire



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## 1: Introduction

NHS Lanarkshire is committed to putting in place a healthcare workforce which is representative of the communities we serve, with particular focus on widening access for those who are underrepresented within our existing workforce, from lower socioeconomic and deprived areas, or from minority backgrounds. The intent to realise our potential as an Anchor organisation is articulated in a range of local and national strategic plans but is a key feature in the Lanarkshire healthcare strategy; Our Health Together.

We recognise, as an anchor organisation and exemplar employer, the reciprocal link between health and work, and by widening access and employability, we enhance social mobility and life chances of our local communities. The right career with fair pay and conditions, improves people's overall physical and mental health, supports quality of life and creates a positive and virtuous cycle leading to a reduction in health inequalities.

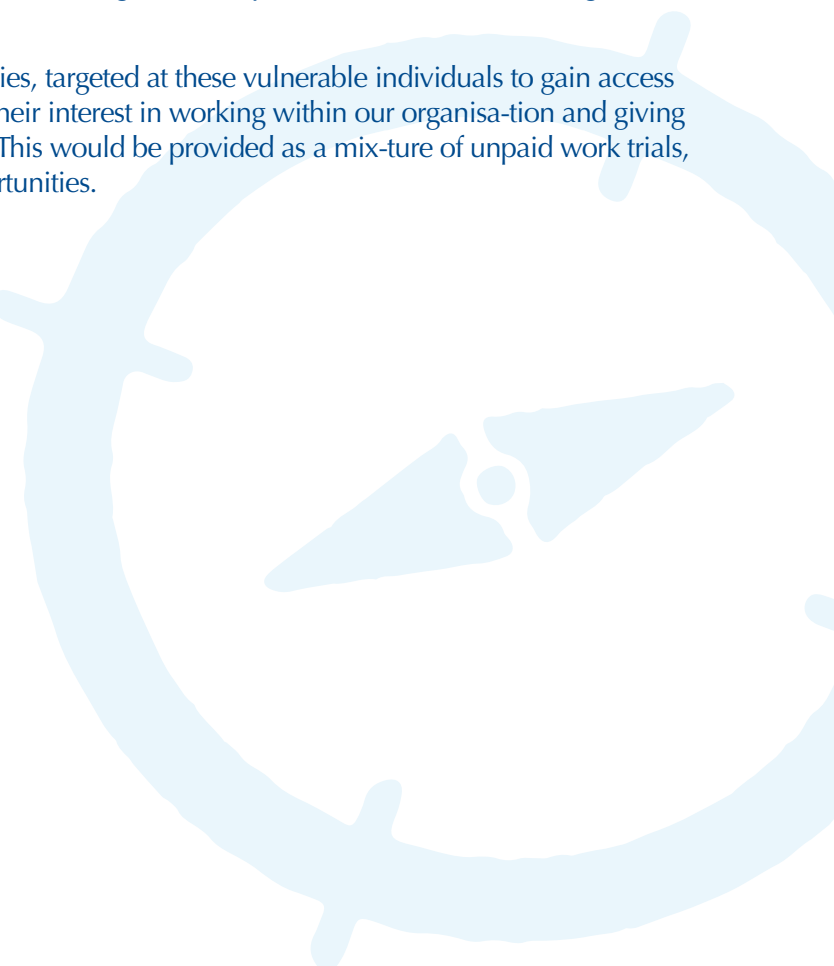
However, we need to ensure these opportunities are available to ALL. Historically, individuals taking up work experience, apprenticeships and volunteering opportunities have typically come from more advantaged communities. Widening access to these opportunities is beneficial to individuals, service users and NHS; resulting in a wider and more diverse talent pool for staff recruitment.

This Widening Access and Employability strategy aims to achieve these ambitions by:

- Widening Access to quality work
- Workforce planning to attract, develop, support and retain skilled, committed, adaptable and healthy staff.
- Enhance visibility of health careers Information and advice
- Promote the Health & Social care academy.

In doing so, we will support disadvantaged groups into our workplace while embracing diversity of thoughts, ideas and ways of working that people from different backgrounds, experiences and identities bring to the organisation.

This requires us to provide additional opportunities, targeted at these vulnerable individuals to gain access to roles within health and social care, to affirm their interest in working within our organisation and giving them confidence to apply for substantive jobs. This would be provided as a mix of unpaid work trials, paid work placements and apprenticeship opportunities.



## 2: Foreward Kay Sandilands, Human Resources Director

NHSL is the largest public sector employer within Lanarkshire and offers a wide range of employment and career opportunities. As an employer, NHS Scotland offers over 350 different job roles which are wider than Nursing and Medicine with routes to support learning, development and career progression across roles.

NHSL is one of several public sector employers including our Local Authorities, Police Scotland and Strathclyde Fire and Rescue who provide employment opportunities to our local population. NHS Lanarkshire is committed to realising its potential as an “Anchor Organisation” this strategy focuses around the pillar of the employer and in positively supporting the health and prosperity of Lanarkshire by creating Fair work opportunities. This Strategy sets out our ambition to create employment opportunities for all with a focus on supporting key groups who experience barriers to employment; young people, lone parents, those currently in the benefit system and other groups. We recognise the work which NHSL has achieved in already creating Fair Work opportunities and wish to build upon this, working collaboratively with our partner organisations.

We continue to face a challenging period as our communities recover from COVID and our three-year workforce plan highlights our commitment to employability and to attract young people into careers in Health and Social Care. The increasing importance to this Strategy describes our initial commitment to achieve this and includes an initial annual employer delivery plan for services in section 9.

We look forward to working with our partners and communities in supporting Fair Work and creating employment opportunities within Lanarkshire and reducing health inequalities for our communities.

NHS Lanarkshire along with our Health & Social Care Partnerships in North and South Lanarkshire aim to ensure the supply of a sustainable and skilled workforce now and to match the increasing service demands in the future as our patient population and workforce demographics change. Enhancing activity with Schools, Colleges and Universities has the potential to attract more young people to our organisations.

## 3: Context

In support of this aim, NHSL needs to promote the organisation as an employer of choice, and widen access to NHS job opportunities for those experiencing actual, or perceived, barriers to employment. NHSL also recognises the impact of long term unemployment on the health and wellbeing of our patient population and the need to broaden opportunities to all those needing support to enter NHS employment.

Examples of priority groups we wish to support through our programmes include:

Long Term  
Unemployed  
(all ages)

16-19 year olds  
without a positive  
destination

Jobless care  
experienced  
individuals

Unemployed/low  
income parents

Ethnic minority  
residents including  
refugees

Those involved in  
the criminal justice  
system (post school)

Veterans

People with  
additional  
support needs

In order to achieve the above, it is essential that we create more pathways into employment for those facing barriers to employment and/or are under-represented within the workforce working in partnership with local employability organisations.

It should be noted that NHS Lanarkshire are active supporters and are engaged in the Scottish Government Developing the Young Workforce (DYW) strategy with representation on the DYW Lanarkshire and East Dunbartonshire board. NHS Lanarkshire is also a member of the NHS Scotland Employability and Apprenticeship Network with other national and territorial boards, Community Planning Partners, North and South Lanarkshire Local Employability Partnerships (LEP) and the Health and Social Care Academy. Working with a range of partners including Education to support the youth employment and wider employability agendas.

**Labour Market Context**

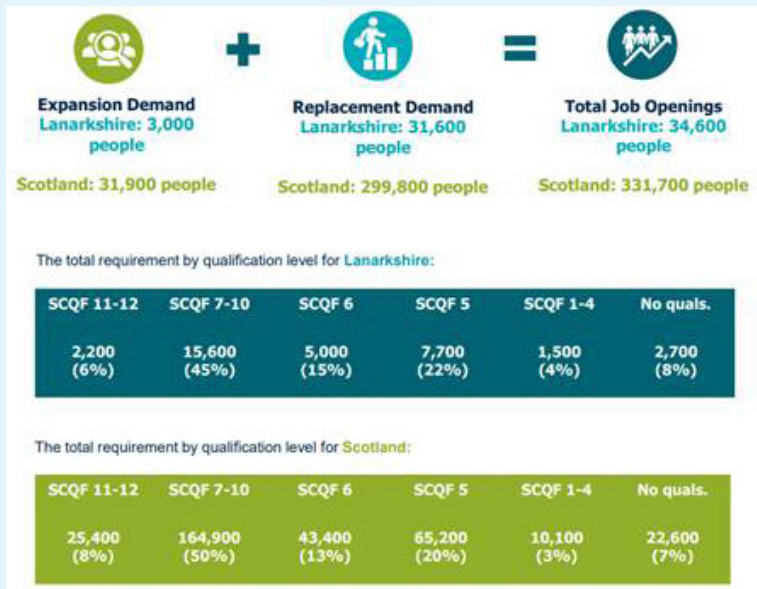
	South Lanarkshire	North Lanarkshire	Lanarkshire	Scotland
Employed	159,600	153,600	313,200	
	78.7%	67.5%		74.5%
Unemployed	5,700	5,700	11,400	
	3.4%	3.6%		3.4%
Economic Inactivity	36,800	69,100	105,900	
	18.60%	31.20%		22.80%
Qualifications (SVQ 3 and above)	118,300	111,300	229,600	
	60.2%	51.5%		61.5%
Workless Households	19,500	29,800	49,300	
	18.4%	27.1%		18.6%
Child Poverty	10,659	14,156	24,815	
	19.6%	23.2%		21.0%

In Lanarkshire, the labour market forecast for the mid-term (2022-2025) suggests there could be some jobs growth and opportunities created as a result of the need to replace workers leaving the labour market due to retirement and other reasons.

In Lanarkshire, 34,600 job openings are forecast from 2022 to 2025. In the region, and as shown in the previous chapter, the number of people required is forecast to increase by 3,000 from 2022 to 2025 due to expansion in the labour market. The replacement requirement of 31,600 people will also create a need for workers.

In Scotland, 331,700 job openings are forecast from 2022 to 2025. The number of people required is forecast to increase by 31,900 from 2022 to 2025 due to expansion in the labour market. The replacement requirement of 299,800 people will also create a need for labour.

At the time of writing, there are a wide range of factors that may impact on the labour market. The economic outlook is uncertain and labour shortages continue to be a dominant issue. Addressing labour shortages will require a concerted effort across talent attraction, upskilling and reskilling, and reducing economic inactivity.



Nomis Official Labour Market Statistics August 22

Our workforce analyses show we have an ageing workforce with 37.9% aged 50+. In addition, it is concerning to note that only 4.7% of our workforce are aged under 24 years old.

We will create opportunities for young and/or unemployed people to, obtain the knowledge, skills and experience necessary to gain employment in NHSL.

At the same time, to support succession planning there will be opportunities for our current staff to upskill via Scottish apprenticeship frameworks.

In addition, we will work to inspiring and engaging with school children, students in further education, those with barriers and others within our local community to consider careers in health and social care.

The National Workforce Strategy for Health and Social Care in Scotland has five pillars, Plan, Attract, Train, Employ, Nurture.

*We want the reputation of being an exemplar employer that attracts excellence by being excellent. We want to attract candidates who share our ambitions and values and gain their commitment to working with us by ensuring that their experience of the recruitment journey is a positive one. We want to be clear on our future workforce and the skills and competencies to delivering quality health in an evolving health and social care environment, with effective workforce planning that will ensure that we recruit the right staff with the right skills to deliver reform.*

***NHS Lanarkshire Care will offer a minimum of 200 opportunities via employability programmes, work experience, paid work placements, apprenticeships, volunteering and upskilling the current workforce using apprenticeship frameworks each year where appropriate.***

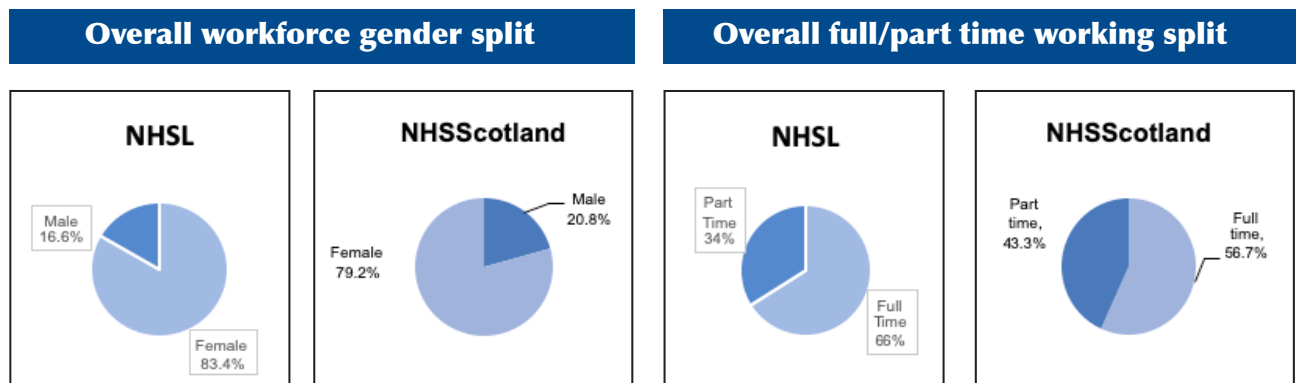
***All unregistered Band 2-4 vacancies to be given serious consideration by managers for an Apprenticeship (where frameworks exist Appendix 1) opportunity to increase the number of young people entering our workforce.***

## 4: Key Workforce Intelligence

The range of workforce intelligence within this section is intended to give an overview of key features of the workforce and also provide quantitative context. Note that data presented relates to the position as at 30th September 2022 unless otherwise noted and data source is local HR system unless otherwise noted.

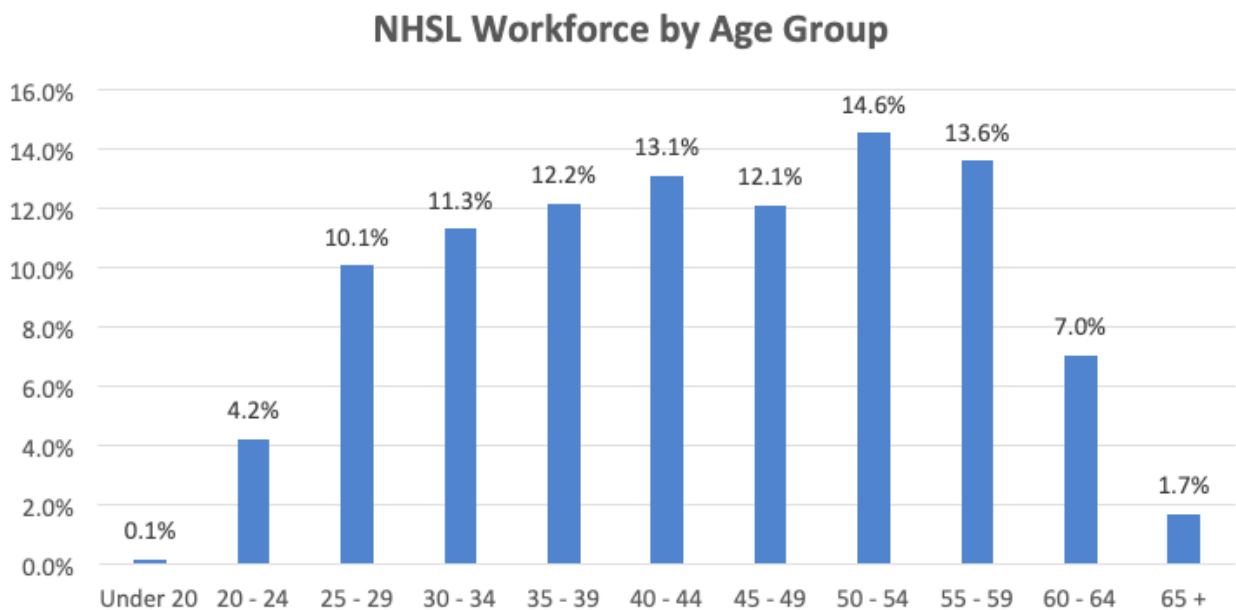
### 4.1 Gender and Full time/part time split

As shown below, in figure 1, there are notable differences in both the gender and part/time full time working split when compared to the NHSScotland average. NHS Lanarkshire has a higher proportion of females in the workforce (+4.2%) and a lower proportion of part time workers (-9.2%).



### 4.2 Age of the Workforce

The age of the workforce when applied to supply for some clinical staff groups presents a significant and common challenge not only for NHSL but wider NHSScotland. Figure 2, below, shows the global age profile across the workforce within NHS Lanarkshire and it is notable that 22.6% of our workforce is aged 55+, NHS Scotland 22.8% with the median age being 45 years. Move all this up





## 5: Our Widening Access Drivers

Primary Drivers	Scottish and UK Government Priorities	Anchor Organisation Ambitions
<ul style="list-style-type: none"><li>• Employer of Choice</li><li>• Workforce pressures/ impact of a challenging labour market profile</li><li>• Combined pandemic &amp; Brexit effect on workforce availability</li><li>• Glasgow City Region focus on Tackling Poverty &amp; Inequality, Health Improvement</li></ul>	<ul style="list-style-type: none"><li>• NOLB</li><li>• Fair Start Scotland</li><li>• Parental Employment Support</li><li>• Tackling Child Poverty Delivery Plan</li><li>• Developing the Young Workforce</li><li>• Young Persons Guarantee</li><li>• Shared Prosperity Fund</li><li>• Corporate Parent</li><li>• Disability Confident</li></ul>	<ul style="list-style-type: none"><li>• Creating supply in our labour market - enabling access and reducing gaps and barriers to employment</li><li>• Targeting young people, career changers and inward migration</li><li>• Contributing to inclusive growth</li></ul>

## 6: Vacancies, hard to fill areas – opportunities

There are a large number of entry level posts that require continuous recruitment from healthcare support workers, domestic assistants to clerical roles. There are many registered positions with vacancies particularly in nursing and medical professions. By widening access, it is anticipated that candidates entering the NHS will seek to pursue further career opportunities by following education pathways on offer e.g. Open University. In addition, by promoting careers in Health and Social Care more actively in a very competitive market, more young people will choose to follow that career pathway creating a pipeline to grow and replace our workforce for the future across all job families. In addition, the Monklands Replacement project will create many opportunities for the people of Lanarkshire.



## 7: Current Employability Programmes in NHSLHSCP

### Established Employability Programmes within NHSL

**Project Search** - operates across the 3 Acute sites, aimed at helping young people with additional support needs gain work experience (24 students annually)

**Clinical Employability Programme** - aimed at long term unemployed 18+ (80 students annually)

### One off Government Funded programmes 2022/23

**Kickstart** - 15 unemployed young people 16-24 year olds joined NHSL on a 6 month paid placement to gain valuable work experience in february 2022

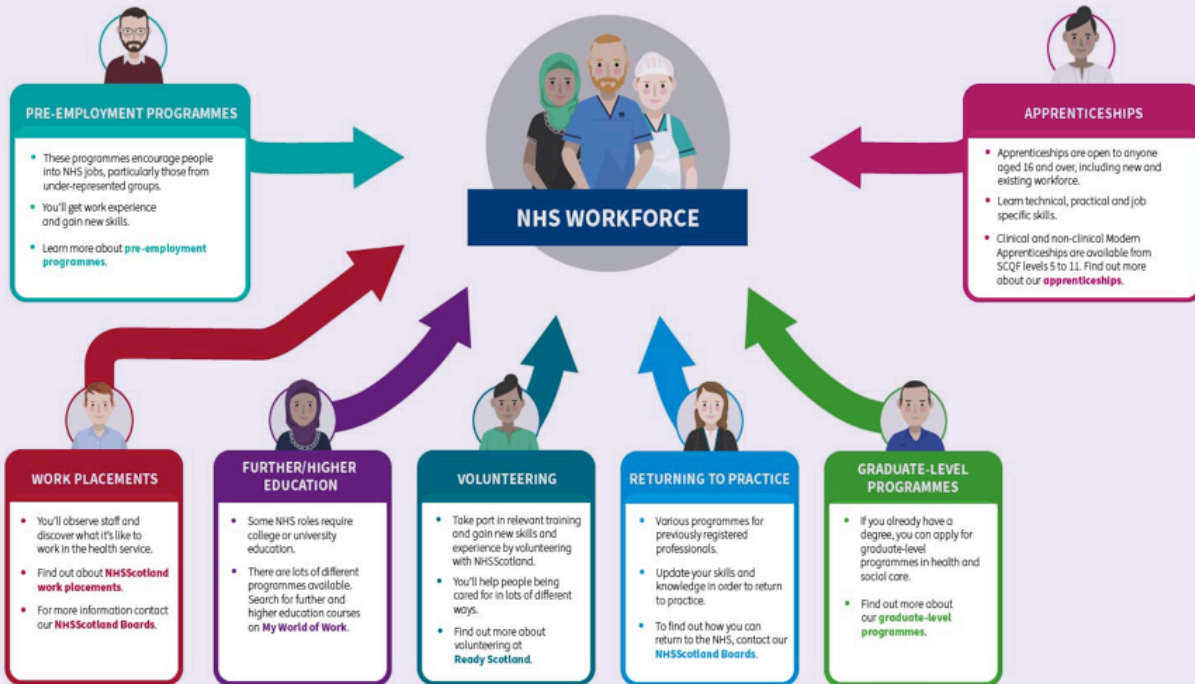
**NHS Demonstrator Project** - 26 Long term unemployment 25 year olds + joined NHSL on a 6 month paid placement in September 2022, this was specifically aimed at parents under the Child Poverty Delivery Plan

### Current Apprenticeship and Internship

Foundation	Modern	Technical	Graduate	Internships
For the first time during 2022/23 NHSL facilitated FA's to 6 school pupils in Business Skills and 10 Social Services and Healthcare	2022/23 minimal MA opportunities were offered to new entrants. Upskilling existing staff, 19 Business Administration and 20 Social Services and Healthcare opportunities were taken up	Pharmacy technician 12 individuals started in 2021 and 4 in 2022	2022/23 10 existing staff took up the opportunity to upskill in Business Management, Cyber Security, AI Data Science 7 existing staff have also enrolled in the GA since 2017	2022 2 interns in IT 3 interns in Finance All 6 month placement supported via Young Persons Guarantee

## 8: Routes into the NHS

Many of these routes can work together or be a step to another one.



## 9: Widening Access and Participation Annual Delivery Plan

The plan shown below sets out the 2 areas of focus to support the widening access and participation agenda to attract, develop, support and retain skilled, committed, adaptable and healthy staff to assist with future workforce planning. Delivery of these priorities whilst ensuring our workforce is affordable and sustainable also supports the wellbeing, growth and development of our local communities.

Focus Area	Proposed Actions:	Success criteria
<p><b>Anchor organisation – Widening Access to quality work</b></p> <ul style="list-style-type: none"> <li>• long term unemployed</li> <li>• 16 – 19 without positive destination</li> <li>• Unemployed care experienced</li> <li>• Unemployed/low income parents</li> <li>• Ethnic minority groups</li> <li>• Those involved with the criminal justice system (post school)</li> <li>• Veterans</li> <li>• Individuals with additional support needs</li> </ul> <p>Upskilling current staff increasing potential income</p>	<p>Engage with all employability pro-grammes in North &amp; South Lanarkshire via our Local Employability Partners (LEP) to promote opportunities in Health and Social Care and provide advice on how to apply for jobs.</p> <p>Offer work experience placements minimum 20/ year unpaid to build confi-dence and to learn about Health and Social Care NHS jobs to individuals on these programs</p> <p>Offer paid placements* (similar to Kickstart) minimum 20/year FTC 6 months</p> <p>Guaranteed Interview to anyone declaring they are from an Employability Programmes administered by one of our partners</p> <p>Continue to host the Project Search programme across the three Acute sites. 24 students/year</p> <p>Continue to offer the Clinical Employability Programme in partnership with New College Lanarkshire 80 stu-dents/year</p> <p>Offer Modern Apprenticeships in Business Administration and social Services and Healthcare</p> <p>Support the recruitment of 10 Graduate Apprenticeships for internal staff per year</p> <ul style="list-style-type: none"> <li>• IT – Management for Business</li> <li>• Cyber Security</li> <li>• Data Science</li> <li>• Business management</li> </ul>	<p>Uptake of offer by employability programmes</p> <p>Uptake of work experience placements from these groups</p> <p>Uptake of paid work placements</p> <p>Outcomes from interviews</p> <p>Uptake of Project Search programme and successful job outcomes.</p> <p>Uptake of programme, those successfully employed on staff bank</p> <p>Uptake and completion of Apprenticeship programmes</p>
<p><b>Workforce Planning</b></p> <p>Attract, develop, support and retain skilled, committed, adaptable and healthy staff</p>	<p>Working in partnership with SDS, education institutions and local services to increase the number and range of MA opportunities within NHS Lanarkshire.</p>	<p>Recruit a minimum of:</p> <ul style="list-style-type: none"> <li>• 10* Business Administration MAs and</li> <li>• 15* Social Services and Healthcare MA's</li> </ul> <p>Embrace an 'Apprenticeship First' approach when recruiting, increasing the number of opportunities across all job families. Appendix 1- List of available frameworks</p> <p>Further opportunities being explored e.g. Estates, Health Sciences, Pharmacy SCQF level 6.</p>

Focus Area	Proposed Actions:	Success criteria
<p><b>Enhanced visibility of Health Careers Information and Advice</b></p>	<p>A planned and enhanced programme of interventions engaging with Schools, Colleges and Universities to promoting Health and Social Care Careers and pathways.</p>	<p>Increased engagement recorded</p> <p>Build a pool of career ambassadors from our staff that can engage with schools on a regular basis through different activities using a National Platform such as Founders 4 Schools/ Speakers for Schools</p> <p><a href="https://www.founders4schools.org.uk/">https://www.founders4schools.org.uk/</a></p> <p><a href="https://www.speakersforschools.org/">https://www.speakersforschools.org/</a></p>
<p><b>Health &amp; Social Care Academy</b></p>	<p>Exploring and encouraging opportunities for apprenticeships across councils and the health board</p> <p>Working together in any way possible to increase the pipeline of talent into Health and Social care as part of our Workforce for the Future.</p> <p>Working with Education across both councils to build awareness of careers in Health and Social care.</p> <p>Consistently offer Foundation apprenticeship opportunities</p> <ul style="list-style-type: none"> <li>• Business Skills</li> <li>• Creative &amp; Digital Media</li> <li>• Social Services and Healthcare</li> <li>• Volunteering Opportunities</li> </ul>	<p>Successful creation of joint Apprenticeships</p> <p>Attending events together</p> <p>Evidence of joint working</p> <p>Number of Foundation Apprenticeship opportunities including joint across Health and Social Care</p> <p>Increase and promote volunteering opportunities</p>

\*subject to funding being secured

Successful delivery of this plan will be based on multi agency partnership working, including education partners, funding for wage contributions for paid placements and management committing to ring fencing a certain number of vacancies and/or funding for apprenticeship opportunities.

## 10: Working with Key Stakeholders

We are proud of our collaboration with the two Council partners and the expansion of our Health and Social Care Academy which is critical to the success of this strategy. We will maintain and build on our already good relationships with our external providers, as well as our local service leads and managers to widen the scope of Apprenticeships and other employability programmes within the organization.

There is not a 'one size fits all' approach to engaging with these agencies, but our intention is to work together to provide help to those seeking placement opportunities and employment opportunities by adopting a whole system approach to employability.

Through robust engagement with our key stakeholders we will form a powerful alliance to deliver a shared vision in support of employability. Our key internal and external partners are noted in the table below:

Internal	External
1. Board Champion/s Equality & Diversity Lead/EMEN Network	1. Job Centre's (DWP)
2. Health Promotion Team	2. DYW – Developing Young Workforce & School Engagement)
3. HR Managers	3. Skills Development Scotland (SDS)
4. Communications	4. North & South Lanarkshire Employability Leads (Local Employability Partnerships)
5. Workforce	5. Education Establishments (Schools, New College Lanarkshire, UWS, GCU, Strathclyde Uni)
6. Recruitment	6. Independent Learning Providers - Modern Apprenticeships.
7. Staff Side	7. NHS Education for Scotland (NES)
8. Finance	8. DFN Project SEARCH
9. Directors	9. Prince's Trust "Get into Healthcare".
10. Identified Service Leads	10. Employability Providers e.g Routes to Work
	11. Community Justice

## 11: Resourcing the Strategy

The strategic intent in this documents will require investment to fully deliver against the plan articulated.

NHSL, North and South Lanarkshire councils and other partners where appropriate will develop a financial plan that underpins the delivery of this strategy and which articulates the benefits to be realised from investment in the community and workforce.

## 12: Monitoring and Reviewing the Strategy

It is proposed that an Anchor Employability Steering Group comprising representatives from North and South Health and Social Care partnerships and Acute services of which a co-chairs will be nominated, , Education representatives, NHS Lanarkshire, North and South Lanarkshire Council employability leads, Public Health, Health Promotion, Organisational Development, Next Gen, Practice Development representatives will be established and who will plan and co-ordinate delivery of the strategy and employer delivery plan.

In addition, formal reports will be submitted via the Corporate Management Team, the Staff Governance Committee and the HRF to provide assurance on key areas of accountability.

To succeed this Strategy requires senior management sponsorship buy in and commitment from local service leads.

As this is an interim plan this should be evaluated at the end of year one and incremental increases in numbers of opportunities identified for subsequent years.

## Appendix 1 – Apprentices First Potential Opportunities

### Apprenticeship Frameworks Available

Post title	Band	Apprenticeship Framework	SCQF	Timeframe in month
HCSW	2	Social Services & Healthcare	6	12-24
Ward Clerk	2	Business Administration	6	12-24
Clerical Officer	2	Business Administration	6	12-24
Receptionist	2	Business Administration	6	12-24
Laundry Assistant	2	Healthcare Support Worker (HCSW) non clinical	6	12-24
Domestic Assistant	2	HCSW - non clinical	6	12-24
Porter or Porter/Driver	2	HCSW - non clinical	6	12-24
Catering Assistant	2	HCSW – non clinical or Hospitality	6	12-24
Assistant Technical Officer	2	HCSW – Clinical	6	12-24
Pharmacy Support Worker	2	Pharmacy Support	5	12-24
Store person	2	HCSW - non clinical	6	12-24
HCSW	3	Social Services & Healthcare	7	12-24
Call Handler	3	HCSW - non clinical	7	12-24
Administrator	3	Business Administration	6 or 8	12-24
Catering Supervisor	3	HCSW - non clinical	7	12-24
Clinical Secretary	3	HCSW - non clinical	7	12-24
Dental Health Support Worker	3	HCSW – clinical	7	12-24
Domestic Supervisor	3	HCSW - non clinical	7	12-24
Higher Clerical Officer	3	HCSW - non clinical	7	12-24
Medical Lab Assistant	3	Life Sciences and Related Services	7	12-24
Medical Secretary	3	HCSW - non clinical	7	12-24
Theatre Stores Person	3	HCSW - non clinical	7	12-24
Theatre CSW	3	HCSW - clinical	7	12-24
Training Co-ordinator	3	Business Admin	6 or 8	12-24
Admin Team Leader/Supervisor	4	Business Administration Technical	8	12-24
Assistant HR Advisor	4	Business Administration Technical	8	12-24
Assistant Practitioner – Generic Therapy (NMAHP)	4	HCSW – clinical	7	12-24
Dental Nurse	4	Dental Nursing	7	12-24
Health Centre Administrator	4	Business Administration Technical	8	12-24
Information Assistant	4	Information Security Technical	8	12-24
Patient Pathway Tracker	4	Business Administration Technical	8	12-24
Payroll Officer	4	Accounting	8	12-24
Pharmacy Technician	4	Pharmacy	8	24-36
Project Administrator	4	Project Management	8	24
Health Improvement Assistant Practitioner	4	HCSW - non clinical	7	12-24
Accountancy	4	Accountancy	8	12-24
Maintenance Technician	4/5	Engineering	6 or 8	48

i National Workforce Strategy for Health and Social Care in Scotland

Lanarkshire Health and Social Care Integrated Workforce Plan 2022-2025

South Lanarkshire Health and Social Care's Joint Strategic Commissioning Plans 2022-2025

North Lanarkshire Health and Social Care Joint Strategic Commissioning forthcoming plan 2023-2026



