



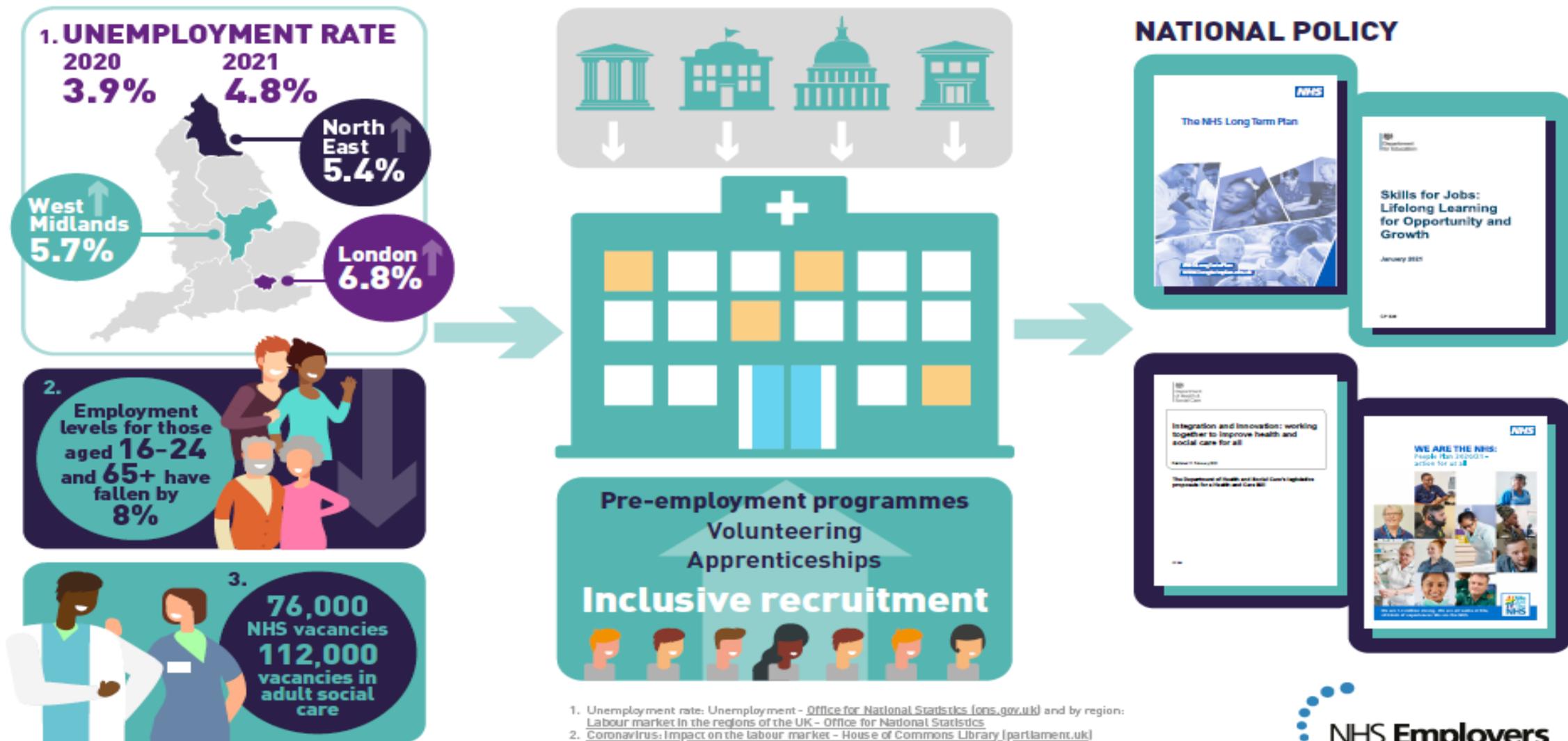
# INCLUSIVE RECRUITMENT: ADDRESSING INEQUALITIES THROUGH GOOD EMPLOYMENT

WEBINAR 14 JULY 2021

<b>Webinar schedule</b>	<b>Lead</b>
<b>10:00am Introduction and opening</b>	Catherine Wills, Assistant Director – NHS Employers
<b>10:05am Health Anchors, Employment and Workforce</b>	William Roberts, Head of Health and Social Care, Innovation Unit
<b>10:20am Supporting economic recovery today, Tackling health inequalities for the long term</b>	Oli Fletcher, Workforce Programme Lead, Somerset Integrated Care System
<b>10:35am Northern Care Alliance NHS Group</b>	Donna McLaughlin, Director of Social Value Creation, Northern Care Alliance NHS Group
<b>10:50am Q&amp;A session</b>	Your opportunity to ask questions to all of today's speakers

# The role of ICSs as systems of anchor institutions

## Employment and widening access to quality work





# Health Anchors, Employment and Workforce

**William Roberts**  
**@WilliamR0b3rts**



@haln\_uk

Hashtags:

#NHSAnchors #HealthAnchors



Innovation  
Unit



The  
Health  
Foundation



## The big ideas behind this

- Health anchors institutions are large public sector organisations which are rooted in place. They have significant assets and spending power that can be used for the economic, social, cultural and environmental benefit of their communities
- The potential of the anchors concept is that it focuses on directing all the resources within an organisation to tackling health inequalities
- “Sticky capital” - they are bound to the community within which they exist

## Key anchor strategies



Procurement and Spending



Workforce, employment and skills



Estates and infrastructure investment



Reducing environmental impact



Working with local anchor partners



Community engagement and civic action

# Key anchor strategies



Procurement and Spending



**Workforce, employment and skills**



Estates and infrastructure investment

**Existing workforce**



Reducing environmental impact



Working with local anchor partners



Community engagement and civic action

**Potential future workforce**



# Key anchor strategies

<b>Existing Workforce</b>	<b>Potential Future Workforce</b>
Being a good employer- Staff health and wellbeing programmes	Targeting positions for local people
Being a good employer- support around debt, housing advice etc	Understanding local demography and employing a staff mix that represents the local area
Being a good employer- Targeted promotion opportunities	Pre-employment programmes- work placements
Being a good employer- Access to affordable travel and transport	Pre-employment programmes- training programmes
Being a good employer- affordable housing	Pre-employment programmes- digital inclusion and hiring processes
Fair pay and conditions- living wage	Pre-employment programmes- Partnerships with specialist employment schemes and local schools and colleges
Fair pay and conditions- pay gap analysis	Engaging young people in healthcare and the organisation
Fair pay and conditions- living wage	Apprenticeships
Fair pay and conditions- living wage	

## **But these are all things many organisations already do, so what are we seeing emerging**

- Organisations starting to intentionally think about their anchor role and develop a coordinated programme of work around this
- Organisations starting to adopt a range of initiatives that fit under the anchors banner
- Local conversations across a range of organisations that are anchors
- People looking to get started as an anchor

# How to get involved

- Sign up to our newsletter <https://haln.org.uk/newsletter>
- Join one of our events <https://haln.org.uk/events>
- Follow us on Twitter @ or use the hashtags #NHSAnchors #HealthAnchors to share your work



# Somerset Integrated Care System

Supporting economic recovery today, Tackling health inequalities for the long term

Somerset Clinical Commissioning Group  
Somerset County Council  
Somerset NHS Foundation Trust  
Yeovil District Hospital NHS Foundation Trust

Improving  
LIVES



**Somerset**  
Clinical Commissioning Group



**Somerset**  
NHS Foundation Trust



**SOMERSET**  
County Council



**+ Social Care providers, GP Practices,  
Voluntary Sector organisations**

# Our Partnership



**Improving  
LIVES**

# Somerset Economy

- **Unemployment** up 1.3% in 12 months to **5.1%**
- **4.7%** of Somerset people claiming **Universal Credit** January 2021
- **60.3% fall** in **graduate job** adverts in 2020 while apprenticeship adverts halved
- Somerset employment levels forecast return to pre-pandemic 2024

# Workforce Picture

- **34% turnover** in independent **social care**
- **16.3% vacancy** rate in registered **pharmacy** roles
- **3,000** people working on **Mass Vaccination Programme**
- **10%** growth in Health & Care workforce by **2024**
- **29%** growth in Social Care workforce by **2035**
- Appetite to **grow our own workforce** through University Centre Somerset, apprenticeships, Kickstart placements



# Oscar Mayer

- **780** of 860 staff **redundancies**
- Language a barrier for up to third of staff; SFT Portuguese language videos, engaging with HEE on targeted Health & Care ESOL support.
- Redundancies **late spring – September**
- Wider implications on **local regeneration**

# Debenhams

- **200 support centre redundancies**
- **65 Taunton store redundancies**
- Anticipated 4-6 weeks from reopening
- Highly **skilled staff** in support centre who could be **retrained**



**Sector-Based Work Academies** Weekly intakes to train people over 4 weeks to work or volunteer in NHS or Social Care.

**Prepare to Care** 12 week distance learning course. Upskilling people with no prior experience, including real interview with Somerset Care.

**Guaranteed Interviews** for those worst affected by redundancy in Somerset at Oscar Mayer and Debenhams.

**No barrier to entering Health & Social Care** through a commitment to funding pre-employment checks for Debenhams & Oscar Mayer staff.

# Mass redundancy offer





**Local Enterprise Partnership** – Strategic economic, employer and education/training group membership. Build Health & Care into investment

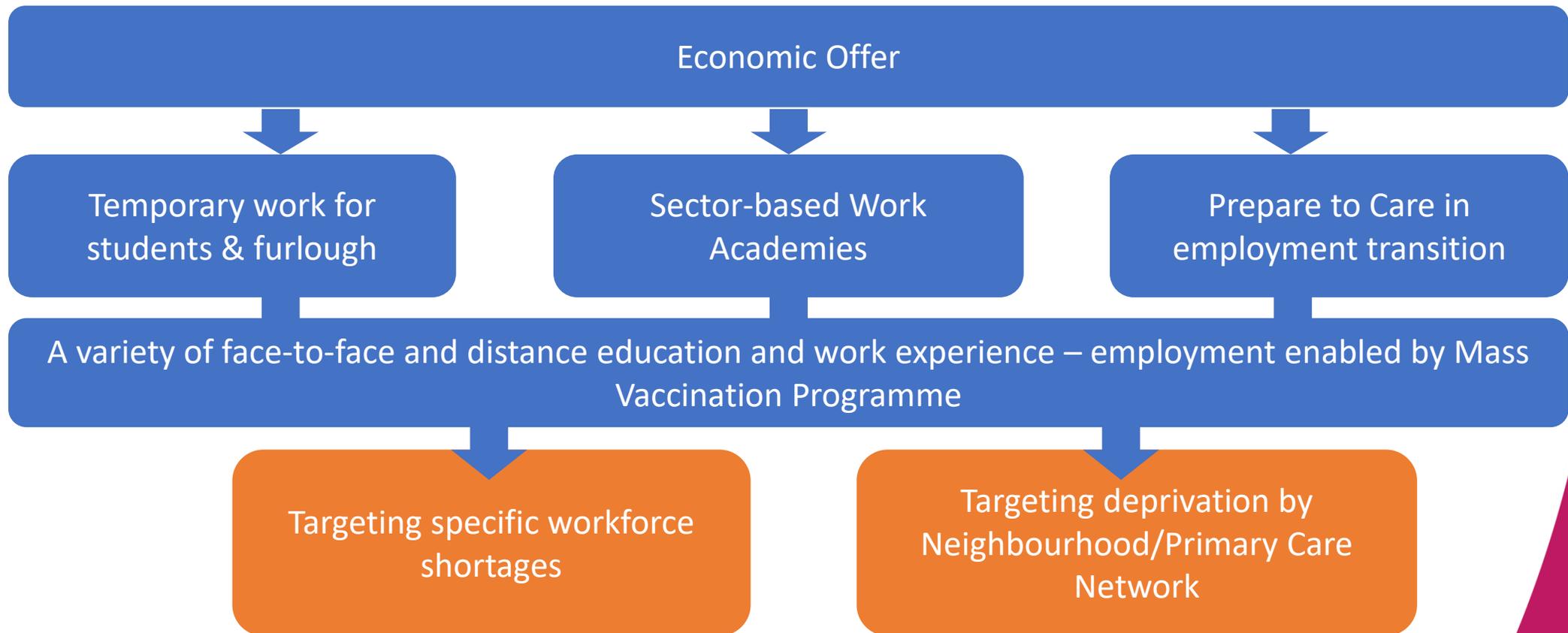
**Further Education Colleges** – students to gain valuable experience of NHS work by training as vaccinators – released again to study in September.

**DWP** – Sector-Based Work Academy to generate the workforce, fund the training programme

**Vaccination training leads in Somerset** – support to increase unregistered vaccinators; 4 week programme based on the national framework. Using skills developed in covid



# New Partners and Old





- **Somerset Colleges Collaborative + Somerset NHS Foundation Trust** – Mass Vaccination Programme
- **Learning Curve Group + Somerset Care** – Social Care roles
- People entering workforce since early May 2021
- Weekly courses referred by DWP, National Career Service + open applications to colleges



Live  
Academies

- **56** students open to SWAP, **18** progressed
- **33** students able to be deployed through bank
- Temporary employment during furlough (preventing downturn)
- **37** moved to substantive roles, **19** Trust, **18** Primary Care
- Attrition rate; **79** SWAP starts, **56** moving to employment+ **12** pilot admin programme
- People engaged through events/surgeries
- Guaranteed interviews offered
- How many people on Prepare to Care

A red dragon logo inside a white circle, set against a red background.

# Evaluation



- Buoyant job market making **£10.50 the going rate** across all sectors for unqualified roles
- Vacancy rate in domiciliary care roles increasing rapidly – **100+ vacancies** in Somerset
- Care packages being given back to local authority
- Delayed Transfers of Care
- **61%** increase in demand for care
- Packages being handed back and **96** people waiting for care packages
- Utilising NHS Rapid Response Teams and NHS Bank to provide the cover to enable patients to be discharged to their homes/community settings
- SWAPs to backfill NHS HCA roles while BAU bank deployed to social care

# The Social Care Challenge

- Somerset has older population than national average but not below average births; tackle by **reducing net youth outflow**
- Strategy to **make Somerset more attractive** for 18-24 year olds to stay in and 18-35 year olds to move to
- Somerset ICS Partners **anchor institutions**:
- Over-representation of health & care sector in the economy; **9.26% Somerset** GVA vs **7.45% UK** GVA.
- Over-representation of public sector in the workforce; **19.3% Somerset** vs 17.3% UK.

# Levelling Up



- **Consider** our recruitment offers with economic awareness
- **Inform** and create entry pathways which deliver work ready employees to the areas of most need across the system partners
- **Build** high value career pathways for tomorrow, not just jobs for today
- **Retain** and transition the talent within Somerset for long term work
- **Sustain** offers which support people to stay in work beyond Mass Vaccination Programme

*Engage, motivate and develop education and employment partnership to tackle intergenerational poverty and target our resources to make change happen*

# Next steps beyond Summer 2021



**SOMERSET**  
**County Council**

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Workforce Programme Lead  
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# Northern Care Alliance NHS Group

**Donna McLaughlin**

**Director of Social Value Creation**  
**14th July 2021**

## What is the Northern Care Alliance NHS Group

- From April 2016, Salford Royal NHS Foundation Trust has provided leadership and operational support to The Pennine Acute Hospitals NHS Trust and the services it currently provides.
- This arrangement was formalised under a management agreement in April 2017, and paved the way for the creation of the Northern Care Alliance NHS Group (NCA) which will formally come into being during 2021.
- The NCA Group brings together four hospitals, specialist and acute services, a range of associated community services, and over 18,000 staff. It is at the forefront of integration through Greater Manchester devolution.
- With an operating budget of £1.3bn, the NCA provides the benefits of scale but delivers this locally through multiple hospital sites and local health and social care services.
- Serving a population of 1.2m people, the NCA oversees the provision of healthcare services in Salford, Oldham, Bury and Rochdale through its Care Organisations. We are the largest employer in the places we serve.
- Four Care Organisations for Oldham, Bury, Rochdale, and Salford are responsible for delivering safe, high quality and reliable care to their local communities. We are leaders in place.
- Each Care Organisation consists of a Medical Director, a Director of Nursing, Managing Director, and a Finance Director. Together they manage and are responsible for the day to day running of the hospitals and community services of a Care Organisation. It has a place based organisational form.

Current economics are not working for people and place –  
need to move to inclusive economy by community wealth  
building lock resources into place



**Social Value Ambition** – “the deliberate and purposeful use of our people to support the economic development of place to improve population health and well-being”  
Enabled by Group – Delivered in Place



**ENVIRONMENT**

Greener NHS;  
Energy, Waste,  
Water & Biodiversity  
(Sustainability  
Development Plan.)



**PLACE**

Supporting place  
based initiatives to  
overcome structural  
inequalities and  
anchor our  
economic, social  
and human capital  
into our  
communities.



**PEOPLE**

As the largest  
employer increase  
by 5% local people  
being employed by  
creating pipelines to  
employment. Inspire  
and support children  
and young people.



**PURCHASING**

To increase our  
local influenceable  
spend by 10%  
focusing on food,  
social care, capital  
and local business



**ANCHOR**

To influence the  
local and national  
economic debate  
post COVID &  
share our learning  
wider. Inter-connect  
with our ED & I  
ambitions.

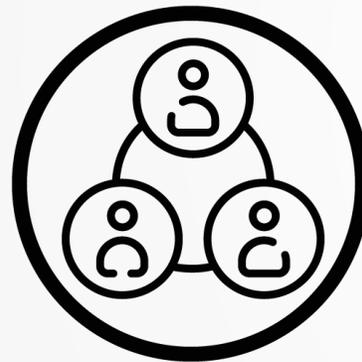
*“ We at the NCA know we cannot deliver on our potential without the expertise, experience and support of our partners in place. But our potential to make a difference to people’s lives beyond our normal caring services is significant. At this time of national crisis, the NHS must stand up and do more than its brilliant work in caring for the sick”*

*Raj Jain, Chief Executive Northern Care Alliance NHS Group 30<sup>th</sup> October 2020.*



The full recording of the launch event can be accessed at:

<https://vimeo.com/475455960/b0a6ac64c7>

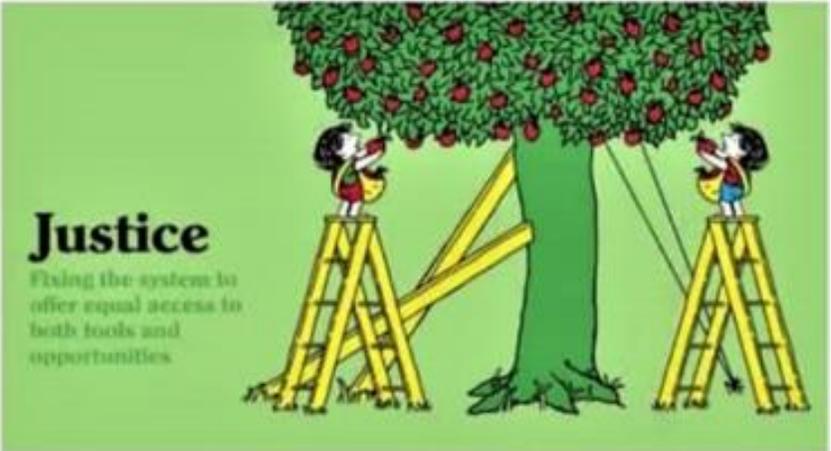
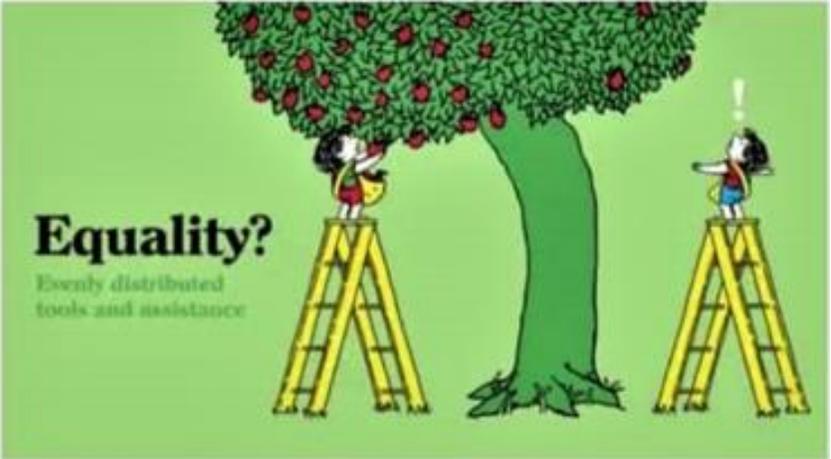
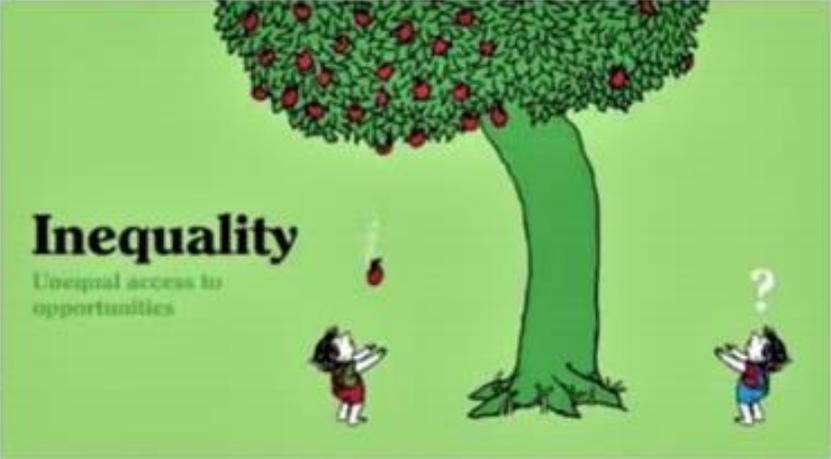


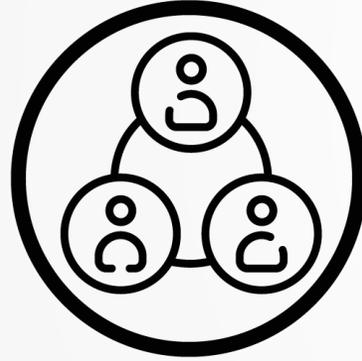
## People

By 2025 the NCA will:

- Triple our numbers to create 1000 pre-employment opportunities every year for those furthest away from employment
- 85% of whom to be supported into long lasting paid work
- 50% of those employed by the NCA to be local residents (45% July 19)
- Have 1000 NHS Career Ambassadors & Work Experience Hosts to inspire our future workforce

**NARRATIVE + DATA + ACTION = CHANGE**





# People

Progress on our journey so far:

- Created 350 COVID complaint pre-employment opportunities in 2021 targeting those furthest away from employment
- Change our internal recruitment process to move pre-employment learners directly into paid work
- Smashed our 2025 target of 50% of those employed by the NCA to be local residents to 57% (from 47%)
- Doubled our NHS Career Ambassadors & Work Experience Hosts to inspire our future workforce to 800 during a pandemic

**NARRATIVE + DATA + ACTION = CHANGE**

Next time you see me I will be the one in the blue uniform. I have everything I need to take up my place at university to do my nursing. I wanted to thank you for the huge part in making this happen for me.  
Learner 2017

I have gained a lot more confidence since starting the programme, especially during the placement and I have learnt a lot about the NHS and am continuing to learn new things. I am very proud of myself and so is my Dad!  
Learner 2021

Lucy is doing really. Her attention to detail is an asset. And her error rate is low. I don't see her as having a "disability" "ability" that fits our departments needs.  
Manager 2020

We had a turnover of over 30% we would attract graduates who would come, stay for 6 months get the experience and move on. Now I use the Prince's Trust to recruit local young people who I can support and develop. I hold vacancies now waiting for the next cohort. This had reduced by turnover. I can still support graduates but have stability as well..."  
Manager 2019



## To Anchor

***‘Communities of practice are groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly.’***

*Etienne and Beverly Wenger-Trayner, 2015*

***Together we can accelerate and magnify the sum of our parts to make a lasting difference to the lives of 1,000s of people***

*Methodology to bring our “places” together to share good practice, learn and challenge. Whilst internally anchored this work to our performance framework and annual planning round.*

**Thank you for listening**

Please feel free to get in touch

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## Question and answer session

Please type your questions for our  
speakers into the chat box



## Contact us

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@NHSEmployers