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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	11 April 2023	Agenda Item	5.1
Report Title	Supporting Career Pathways through our Career Development Team – The Swansea Bay Way		
Report Author	Marie-Andrée Lachapelle, Widening Access and Workforce Inclusion OD Manager Ruth Evans, Learning & Development Project Manager		
Report Sponsor	Louise Joseph, Assistant Director Workforce and OD		
Presented by	Marie-Andrée Lachapelle, Widening Access and Workforce Inclusion OD Manager		
Freedom of Information	Open		
Purpose of the Report	This report provides an update on the pivotal role of the Career Development Team within Swansea Bay in supporting our recruitment challenges and providing a range of employment pathways to enter our workforce and support individuals whilst in post. These pathways range from working with the unemployed in our communities to offering work experience opportunities, creating and supporting apprenticeship pathways to talent spotting our next graduate management trainees. The report also provides a detailed insight into our Apprenticeship Academy.		
Key Issues	<p>The Career Development Team is composed of four main areas: Apprentice Academy, Vocational Training, Graduate Scheme and Talent Development, and Careers, Widening Access and Work Experience.</p> <p>Whilst this paper highlights the progress and success of the team, it also brings to light some issues and challenges that the team encounters to support the organisation's recruitment and retention efforts.</p>		
Specific Action Required (please choose one only)	Information	Discussion	Assurance
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Recommendations	<p>Members are asked to:</p> <ul style="list-style-type: none"> Note the successes and challenges of the Career Development Team in supporting employment pathways into our workforce in response to our recruitment and retention challenges. 		

	<ul style="list-style-type: none">• Continue to support the work of the Apprentice Academy and support the engagement forum (scheduled for 23 March 2023) to determine the future direction of our apprenticeship priorities.• Continue to support the range of the career pathways available by providing access to placements as needed (work experience, vocational training, apprenticeships, graduate trainees) as our work would not be possible without this.• Be ambassadors for the work of the Career Development Team in highlighting the opportunities within the Service Groups and supporting the pathways to ensure we continue to develop our vision of becoming an anchor organisation within our local communities.
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Supporting Career Pathways through our Career Development Team

The Swansea Bay Way

1. INTRODUCTION

The Career Development Team in Swansea Bay plays a pivotal role in supporting our recruitment challenges in providing a range of employment pathways to enter our workforce. These pathways range from working with the unemployed in our communities to offering work experience opportunities, creating and supporting existing and new apprenticeship pathways to talent spotting our next graduate management trainees. The Team also works with our trainees and our staff to support their career aspirations and development during their placements and employment.

The team is composed of four main areas: Apprentice Academy, Vocational Training, Graduate Scheme and Talent Development, and Careers, Widening Access, and Work Experience.

2. BACKGROUND

The Career Development Team came together in December 2020 under the leadership of the OD portfolio within Workforce & OD. Prior to that time, some components of the team existed and others have been created to respond to workforce needs. (Link to the team's SharePoint site: [Career Development - Home \(sharepoint.com\)](#).) The team plays a significant role in contributing to the Health Board's goal of becoming an anchor organisation for our local communities. Below is an overview of how each part of the team contributes to this goal with the supporting appendices providing detailed information on each of the pathways and sharing best practice and case studies of just some of the individuals we have supported into employment and on their career journeys.

Apprentice Academy (see Appendix 1 for more information)

Our award winning Apprenticeship Academy has been in place since October 2016 and we were the first Academy to go live across NHS Wales. Since its launch, SBUHB has recruited 242 apprentices and is currently supporting 244 existing staff in undertaking apprenticeship qualifications whilst in post. Creating opportunities for our current workforce to undertake apprenticeship qualifications enhances skills development and also supports staff in their career aspirations thereby contributing to our retention strategy. The team also works closely with HEIW on the development of future apprenticeship frameworks which supports both national and local recruitment and retention into new roles and workforce gaps.

We work closely with our local college partner providers, Neath Port Talbot Group of Colleges and Gower College Swansea, in order to deliver these frameworks to apprentices and existing staff.

Looking ahead, one of the goals of the Academy is to work with our service delivery groups to identify new apprenticeship opportunities to meet our workforce challenges with a focus on recruitment more apprentices in higher levels of pathways.

Vocational Training *(see Appendix 2 for more information)*

SBUHB is the only organisation in NHS Wales to offer a subcontracted Vocational Training service. The Vocational Training team was established in 1986 to offer quality training and work experience placements to the unemployed from the local communities. The team works in partnership with external stakeholders to provide work placements such as: JobCentre Plus, Swansea Council, Neath Port Talbot Council, local colleges, etc.

There have been approximately 3600 starts in Vocational Training since its inception, including individuals from disadvantaged or under-represented groups and those with one (or more) of the 9 protected characteristics (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation).

The team won a Living our Values Award in 2020 in recognition for their work in Equality, Diversity and Inclusion.

Graduate Scheme and Talent Development *(see Appendix 3 for more information)*

SBUHB's own graduate management trainee programme, Graduate Gateway Programme (GGP) has been in place since 2016 at a time when the Health Board recognised the significant challenges in recruiting into Divisional Manager and General Manager posts.

The scheme is a two-year fast track programme designed to create and nurture a hotbed of talent as part of our improvement journey to be an employer of choice in addition to being an anchor organisation. Each cohort consists of six graduate trainees who have the opportunity to rotate through our Service Groups and corporate function over the two years.

The GGP has been very successful, with 11 of the 12 graduates from the first two cohorts retaining employment in SBUHB. Graduates from the third cohort are starting to secure employment as well, with the end of their programme approaching in May 2023. Cohort 4 started in June 2022, and we are getting ready to interview applicants

for Cohort 5 with more than 106 applications received to date. Cohort 5 will commence on 2nd May 2023.

In terms of talent development, the team has undertaken talent management and succession planning work with the members of the Executive Team and two levels below (Tiers 1-3). This will ensure that the organisation is able to make informed decisions when it comes to talent management and succession planning in the future. This work is ongoing.

Careers, Widening Access & Work Experience *(see Appendix 4 for more information)*

The team works closely with the local communities, councils, schools and colleges providing work experience and support at events and other career initiatives. We attend career talks and job fairs to promote the different routes and opportunities in Swansea Bay University Health Board to people of all ages and backgrounds. Our aim is to inform the students and wider public of the array of career pathways that are suitable to people of all walks of life. We showcase opportunities at all levels that demonstrate that there is a career for everyone here at Swansea Bay. By getting this information out there and tailoring it for everyone, we want to inspire the next generation and future talent to consider careers within the NHS.

Our work experience programme has had its share of ups and downs through the pandemic, however we are happy to be back up and running again! Our work experience programme helps students, the public and SBU employees to gain some experience shadowing the role that they would like to pursue as a career. This gives great insight into the role to help the person understand whether it is right for them or not.

We resumed work internships for students with additional learning needs in September 2022, in partnership with Gower College Swansea. The placements take place onsite, in Morriston Hospital.

3. KEY ACTIONS

- Apprentice Academy:
 - Host a stakeholder engagement event and identify actions to renew momentum in the organisation on apprenticeships (for new and existing staff)
- Vocational Training:
 - Identify partnerships in the Swansea Bay area for future provisions
- Graduate Scheme and talent development:
 - Complete the recruitment of Cohort 5, ready to start in May 2023
 - Wrap up Cohort 3 who complete the programme in May 2023
 - Enhance talent development approach for new and existing staff
- Careers, Widening Access and Work Experience:

- Have a presence in schools, career fairs, job fairs, etc.
- Work with local educational providers to formalise work internships as part of their programmes
- Strengthen and promote work experience, especially in our local communities that are not represented in our workforce

4. GOVERNANCE AND RISK ISSUES

Some of the risks associated with the actions proposed and the team in general are:

- Apprentice Academy:
 - The availability of meeting spaces and staff to host the event and the uncertainty of recommendations of meeting in person, especially with recommendations that need to reflect the most recent conditions.
 - The mind-set of recruiting managers who may automatically recruit 'like for like'.
 - The time it takes at a national level to design, implement and review framework.
 - The lack of funding available through training providers, as well as the availability of assessors.
- Vocational Training:
 - The lack of funding available with potential partners. This is a major risk for the team, as historically they are required to meet a financial target through the provisions that they secure.
 - The lull that may exist between schemes.
- Graduate Scheme and talent development:
 - The lack of resources in the team to support talent developmental opportunities.
 - A process to track talent development in the organisation.
- Careers, Widening Access and Work Experience:
 - Time required setting up work internships, especially new ones.
 - The changing nature of the possibility of non-staff to enter our sites, especially clinical areas, which affects work experience commitments.

5. FINANCIAL IMPLICATIONS

In general, there are positive financial implications to the work undertaken by the team.

- Apprentice Academy:
 - Hiring apprentices is typically a cost saving to the organisation.
 - The Apprentice Levy is set by WG.
- Vocational Training:
 - In recent past, the team has been successful in securing sufficient funding to cover their team. However, this has not always been the case. The organisation should value the work undertaken by Vocational Training and see how they truly contribute to SBUHB being an anchor organisation.
- Graduate Scheme and talent development:

- Overall, the graduate scheme represents a cost saving to the organisation. The graduates are paid at a Band 5 and work at a higher level for most of their placements.
- Careers, Widening Access and Work Experience:
 - Currently, there is no revenue generation through this team.
 - They are well positioned to plant the seed with our future workforce, which contributes to the vision of becoming an anchor organisation.

6. RECOMMENDATION

It is recommended that the committee members note the successes and challenges of the Career Development Team in supporting employment pathways into our workforce in response to our recruitment and retention challenges. More specifically:

- Continue to support the work of the Apprentice Academy and support the engagement forum (scheduled for 23 March 2023) to determine the future direction of our apprenticeship priorities.
- Continue to support the range of the career pathways available by providing access to placements as needed (work experience, vocational training, apprenticeships, graduate trainees) as our work would not be possible without this.
- Be ambassadors for the work of the Career Development Team in highlighting the opportunities within the Service Groups and supporting the pathways to ensure we continue to develop our vision of becoming an anchor organisation within our local communities.

Governance and Assurance		
Link to Enabling Objectives <i>(please choose)</i>	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input type="checkbox"/>
	Co-Production and Health Literacy	<input type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input type="checkbox"/>
	Deliver better care through excellent health and care services achieving the outcomes that matter most to people	
	Best Value Outcomes and High Quality Care	<input type="checkbox"/>
	Partnerships for Care	<input type="checkbox"/>
	Excellent Staff	<input checked="" type="checkbox"/>
	Digitally Enabled Care	<input type="checkbox"/>
Outstanding Research, Innovation, Education and Learning	<input type="checkbox"/>	
Health and Care Standards		
<i>(please choose)</i>	Staying Healthy	<input type="checkbox"/>
	Safe Care	<input type="checkbox"/>
	Effective Care	<input type="checkbox"/>
	Dignified Care	<input type="checkbox"/>
	Timely Care	<input type="checkbox"/>
	Individual Care	<input type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>
Quality, Safety and Patient Experience		
An effective Retention Plan is needed in order to help create a sustainable workforce which is key for the quality of patient care.		
Financial Implications		
There may be financial risks associated with current or new retention interventions if they need additional funding to be successful		
Legal Implications (including equality and diversity assessment)		
Not applicable		
Staffing Implications		
To maximise recruitment efforts undertaken and develop and retain the current workforce.		
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)		
<p>The work of the Career Development Team supports several of well-being goals identified in the Well-being of Future Generations (Wales) Act 2015:</p> <ul style="list-style-type: none"> • A Prosperous Wales – by providing employment opportunities to people in our local communities • A More Equal Wales – through our widening access efforts • A Wales of Cohesive Communities – by aiming to have a workforce that represents our local communities • A Wales of Vibrant Culture and Thriving Welsh Language – by ensuring that we support the Welsh medium 		
Report History	First report in this format	
Appendices	<ol style="list-style-type: none"> 1. Apprentice Academy 2. Vocational Training 3. Graduate Scheme 4. Careers, Widening Access and Work Experience 	

Career Development Pathways

Work Experience

- Amazing way to find what type of career interests you.
- Many exciting areas accept work experience across our Health Board.
- Email SBU.WorkExperience@wales.nhs.uk



Vocational Training



- In partnership with Swansea & NPT Councils, offering 3-month work placements.
- Includes Job Search & NHS application tips, etc.
- Eligible to apply as internal candidates.
- Email SBU.VocationalTrainingDept@wales.nhs.uk

Talent Development

- Providing career pathways & career advice for Health Board colleagues.
- Supporting talent discussions & developmental activities.
- Email SBU.TalentDevelopment@wales.nhs.uk



Apprenticeships



- A chance to train & upskill new & existing staff.
- A variety of clinical & non-clinical frameworks, levels 2-8.
- Funding available.
- Email SBU.Apprenticeships@wales.nhs.uk

Graduate Gateway Programme

- A 2-year fast-track programme for aspiring Service Managers.
- Real work placements in all Service Groups.
- Pastoral support, coaching, mentoring, ILM Level 5 qualification included.
- Email SBU.CareerDevelopmentTeam@wales.nhs.uk



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