



Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	12 October 2021	Agenda Item	2.3
Report Title	Supporting the under 25s to secure and retain employment		
Report Author	Marie-Andrée Lachapelle – Widening Access and Workforce Inclusion OD Manager Kay Myatt – Head of Learning & Organisation Development		
Report Sponsor	Debbie Eytayo – Interim Director of Workforce and OD		
Presented by	Kay Myatt – Head of Learning & Organisation Development		
Freedom of Information	Open		
Purpose of the Report	This report provides an overview into our organisational approach into how we are enabling a sustainable workforce through the recruitment and retention of under 25s.		
Key Issues	<ul style="list-style-type: none"> -Welsh Government Strategies and drivers -Links to sustainability of workforce -Benefits of recruiting under 25s -Recruitment and Retention Strategy and Annual Plan actions -Highlight amount of work progressing in recruiting under 25s -Highlight risks 		
Specific Action Required <i>(please choose one only)</i>	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"> -Take assurance that work is progressing within the wider recruitment and retention objectives to increase employment and retention of under 25s. -Note the links to wider strategic objectives, drivers and overarching culture work. 		

Enabling a sustainable workforce by supporting the under 25s to secure and retain employment

1. INTRODUCTION

This report provides an overview into our organisational approach into how we are enabling a sustainable workforce through the recruitment and retention of under 25s.

This work is predominantly being led by the Career Development Team however will inform the development of the wider Health Board Recruitment and Retention agenda. This portfolio of work supports our organisation's commitment to improving population health and aims as an anchor organisation to support the socioeconomic position of our population. The work is embedded into our Annual Plan actions around recruitment and retention, our Welsh Specific Equality Duties and links to our role as a public service employer under the Wellbeing of Future Generations Act 2015 and a Healthier Wales Plan. Recruitment of under 25s is a key focus area for Welsh Government who have appointed a team to focus on this area of the workforce in order to negate the workforce/ economic impacts of the pandemic on this population group. In June 2021, the Welsh Government published its programme for the 6th Senedd. The programme sets out the ambitious commitments to deliver over 5 years (2021-2026)¹.

It has widely been acknowledged that attracting younger people into the workforce and creating multi-generational teams drives innovation, creates a talent pipeline and promotes the sharing of best practices and different perspectives. Our portfolio of opportunities all involve working with our local community to develop an interest in health and build the career opportunities for those within the Swansea Bay Area.

It is recognised within the Wellbeing of Future Generations Act 2015 that the world is changing, perhaps more quickly than at any time in living memory. These changes are having profound implications to the future of work, community and well-being. Providing young people with education and the opportunity to develop the right set of skills for their future is widely accepted as a significant determinant of life outcomes including health, socio-economic position and life expectancy. This work acknowledges that the Health Board needs to react positively to these changes to ensure people have the right skills for the future.

2. BACKGROUND

The Career Development Team was created in December 2020 and brings together the Apprenticeship Academy, Graduate & Talent Management manager, Vocational Training team, and Work Experience and Careers facilitator under the management of the Widening Access and Workforce Inclusion OD Manager. All the areas offer programmes and/or services that target the under 25s in the Swansea Bay communities.

It is important to note that the COVID 19 pandemic has impacted on some programmes due to the requirements for supervision, access to clinical areas, shielding and social distancing regulations.

¹ [Welsh Government Programme for government \[HTML\] | GOV.WALES.](#)

For more information about the programmes offered by the Career Development Team see Appendix 1.

3. ASSESSMENT

As part of the Welsh Specific Equality Duties the Health Board is required to report annually on workforce metrics which include age of workforce and leavers by age. The tables in Appendix 2 contain a range of workforce and population data. These highlight an increase in the number of under 25 year olds in the workforce, a under representation of under 25s in the workforce compared to local population, high levels of under 25s leaving this may be impacted by individuals leaving one job to progress into another with SBUHB (for example from fixed term to substantive contracts) however a lack of data at this point limits our ability to draw firm conclusions. There is also a breakdown of contract type, pay band and staff group by age.

The following are examples of how SBUHB's Career Development Team are working to be an exemplar employer in delivering the Young Persons Guarantee, contributing to the Wellbeing of Future Generations Act 2015, responding to a Healthier Wales Plan, delivering the actions from the Annual Plan and enabling SBUHB to be an anchor organisation:

- We will continue to build strong links with the community through schools, community groups and wider education partners e.g. deliver information that will engage young adults in working in Health in Swansea Bay and offer clear advice and guidance on career pathways.
- We offer 6-month fixed term employment to young adults through the DWP Kickstart programme, with a target of 50 by the end of December 2021.
- We work with our colleagues in WOD, especially our HR Business Partners and Workforce Planning colleagues, to promote and maximise apprenticeships qualifications to new and existing staff.
 - Focussing on areas where it is difficult to recruit, areas with high number of planned vacancies, turn over or retirement (e.g. Estates, Facilities) and on areas that have high spends on bank and agencies (e.g. HCSW)
 - We will continue to upskill current employees to meet the needs of the current and future workforce.
- We will continue to ensure that our graduates from the Graduate Gateway Programme complete the programme ready to enter the workplace
- Build on our current work to embed a talent and succession process available to all and aligned to the development of SBUHB culture work streams
- Offer mentorships opportunities to young adults (either new to SBUHB or seeking a career in the NHS) and explore reverse mentoring
- Resume work experience on our sites for students as soon as it is safe to do so – please note that all work experience has been put on hold due to COVID 19 unless the placement is essential to the completion of the qualification

4. GOVERNANCE AND RISK ISSUES

This work is being monitored through the delivery and reporting mechanisms of the Health Board Annual Plan. Key areas for consideration of risks include:

It is important that the young adults feel engaged to ensure that they choose to pursue their careers with SBUHB. In recognising this SBUHB needs to recognise the generational difference in the workforce and what motivates young adults to both choose careers in the NHS or stay in post/ develop a career in the NHS.

As we are seeing five generations work together, there is potential of clashes in working and communication styles, motivations, preferences, perceptions and personalities. Not surprisingly, that might inevitably lead to challenges in trying to understand and communicate with people across different age groups.

To mitigate this risk, there may be a need to develop guidance / training around generational differences in the work place based on feedback from individuals themselves which would be embedded into the wider work around cultural change.

5. FINANCIAL IMPLICATIONS

It is widely recognised that multi-generational teams provide benefits including innovation, creating a talent pipeline and promoting the sharing of best practices and different perspectives. In order to get these teams SBUHB will need to continue the focus on recruitment and retention of young adults. This will lead to improved staff experience and ultimately improved patient outcomes. This can lead to improved retention rates, less recruitment and training costs, reduced sickness absence and reduced agency and bank spend.

The Health Board pays an annual Apprentice Levy fee of approximately £2.2M and apprentice schemes pay apprentice wage to enable an individual to train and work achieving an overall cost saving to an area. Internal apprentice schemes for staff are fully funded meaning only time for teaching / supervision is needed. Monitoring allows the Health Board to monitor the return on investment through Apprenticeship Pathways.

Graduates work at a Band 5 and cover workforce gaps – stretching the graduates enables work to be completed which would otherwise require further investment / higher pay.

The Kickstart scheme is funded by DWP so the only costs are in staff time. This also brings in income to fund the wages of the Vocational Training Team.

Traineeships are unpaid work placements which enable individuals to train and gain skills whilst doing real work.

6. RECOMMENDATIONS

Members are asked to:

-Take assurance that work is progressing within the wider recruitment and retention objectives to increase employment and retention of under 25s.

-Note the links to wider strategic objectives, drivers and overarching culture work.

Governance and Assurance		
Link to Enabling Objectives (please choose)	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input checked="" 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		
(please choose)	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		
<p>By welcoming more staff under the age of 25, the Health Board will meet its goal of having a workforce that offers demographics similar to the communities that it serves. Patients, in turn, will benefit from being in an environment that offers some familiarities. Staff experience will be high and this is directly linked to patient experience and outcomes.</p>		
Financial Implications		
<p>Many of the qualifications and programmes are fully funded and, in some instances, generate revenues for the organisation. There are costs, however, and these should be seen as the organisation investing in its future by recruiting young adults and being an anchor organisation in the Swansea Bay area (more detailed information about cost in main paper).</p>		
Legal Implications (including equality and diversity assessment)		
<p>This work is integral to the Strategic Equality Objectives (workforce) for the Health Board. Although this paper focuses on under 25s there is intersectionality with other protected characteristics. Equality is embedded into the agenda and is discussed regularly.</p>		
<p>All contracts are developed in line with legal advice.</p>		
Staffing Implications		
<p>These activities for attracting and retaining under 25s will contribute to a sustainable workforce.</p>		

The Careers, Widening Access and Work Experience Facilitator is on Maternity leave and this post has not been backfilled. This is currently the only post focusing solely on careers, engagement with schools/ local groups and working on developing work experience. This work will not be progressed during maternity leave period.

The team are also covering the maternity leave of the Career Team administrator as this post has not been backfilled.

Due to issues in relation to cyber security accreditation the current Vocational Training contract has been ended. This means that the team cannot recruit to the Vocational Training manager role (retirement) in October 2021. As a self-funded team the team are not secure due to bidding for contracts to income generate.

The Apprentice Academy rely on the funded posts through NPTC Group. If they were to withdraw financial partnership, these posts would be at risk. These posts are 1 WTE Band 5 Apprenticeship Coordinator and 1 Apprentice.

There is currently no identified budget to progress any work and much is carried out at the good will of key individuals additional to current role (i.e. interview coaching out of hours / buying resources for Jobs fairs)

In the paper staffing gaps are highlighted within the teams due to retirement leave and maternity leave. There is also uncertainty as one team is funded through income generation and one team contains two NPT college funded posts.

Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)

Briefly identify how the paper will have an impact of the “The Well-being of Future Generations (Wales) Act 2015, 5 ways of working.

- **Long Term** – Recruiting young adults into developmental roles is key to ‘growing our own’ workforce.
- **Prevention** –Being proactive by recruiting people in the early stages of their career to be able to grow and develop them for the longer term.
- **Integration** – Ensuring that young adults feel that they belong and that they can positively influence and contribute to the Swansea Bay way.
- **Collaboration** – Working in collaboration with departments, educational providers, local communities to recruit young adults
- **Involvement** – Promoting the benefits of hiring young adults

Report History

NA

Appendices

Appendix 1: Programmes and services offered by Career Development Team
Appendix 2: Under 25 Year Old Data tables