



**AGENDA ITEM**

(3.3.3)

**POPULATION HEALTH & PARTNERSHIPS COMMITTEE**

**PATHWAYS TO EMPLOYMENT**

|                        |              |
|------------------------|--------------|
| <b>Date of meeting</b> | (13/10/2021) |
|------------------------|--------------|

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| <b>FOI Status</b> | Open/Public |
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| <b>If closed please indicate reason</b> | Choose an item. |
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|                                    |   |
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| <b>Prepared by</b>                 | Sharon Nash, Head of Organisational Development<br>Lucy Forde, Talent and Attraction Lead |
| <b>Presented by</b>                | Hywel Daniel, Director for People   |
| <b>Approving Executive Sponsor</b> | Executive Director for People   |

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| <b>Report purpose</b> | FOR APPROVAL |
|-----------------------|--------------|

| <b>Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/group)</b> |             |                       |
|---|-------------|-----------------------|
| <b>Committee/Group/Individuals</b>  | <b>Date</b> | <b>Outcome</b>        |
| Executive Team  | (20/9/2021) | ENDORSED FOR APPROVAL |

| <b>ACRONYMS</b> |   |
|-----------------|---|
| CTM UHB         | Cwm Taf Morgannwg University Health Board |
| HCSW's          | Health Care Support Workers               |
| HEIW            | Health Education and Improvement Wales    |
| ILG             | Integrated Locality Group                 |

**1. SITUATION/BACKGROUND**

- 1.1 This paper sets out our Pathways to Employment plan to capitalise on the latent and diverse young talent which exists in our

communities, offering multiple pathways to employment and bridging our existing and future skills gaps.

## **2. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)**

- 2.1 Cwm Taf Morgannwg University Health Board (CTM UHB) is one of the biggest employers in South Wales employing over 13,500 staff across three geographically diverse localities. Whilst there are established pathways into the majority of our clinical and professional roles, there is a significant disparity in the number of young people that we employ with the youngest age group (under 21 – currently 0.49% of our workforce) being the most under-represented in the health board.
- 2.2 As a health board recognised as having significant health inequalities compared to the rest of Wales and the UK, we have always taken account of our most deprived groups, and our need to discharge our corporate social responsibilities by creating pathways to employment for those most in need of those prospects.
- 2.3 The current pandemic has also further amplified existing inequalities in Wales, including for those from socio-economically disadvantaged backgrounds. Our ambition is to create pathways to employment to ensure that existing inequalities do not become further entrenched.
- 2.4 Our aim is to do that by partnering with a number of organisations to deliver a range of outreach programmes and build a pipeline of future managers and professionals through our Pathways to Employment Programme.

## **3. Kick Start**

- 3.1 Kick Start is a government funded scheme targeting younger workers between the ages of 18-24 years who are in receipt of Universal Credit. The ultimate aim of the programme is to create opportunities for younger workers to gain valuable experience through work placements, and to secure employment, whilst supporting the growth of the economy.
- 3.2 Following the success of Kick Start programmes in other health boards, our aim is to achieve 50 Kick Start placements over a six-month period. This will involve an intense period of recruitment which has already commenced.

- 3.3 Placements will range from administration and clerical, medical records, portering, catering, I.T and domestic services. Placements will need to be recruited by 31 December 2021, and we aim to recruit 20 placements in October and November respectively, and a further 10 placements in December.

#### **4. Project Search**

- 4.1 Project Search offer internships to those with a learning disability and/or Autistic Spectrum Disorder. The programme seeks to foster and facilitate the acquisition of jobs for people with disabilities where possible via Elite and Bridgend College. The project commenced in 2019, however paused due to Covid-19 in 2020.
- 4.2 Plans are ongoing to rejuvenate placements starting in January 2022 with interns completing the programme by June 2022. Project search candidates are identified through Bridgend College. The college identifies the candidates and they are asked to apply via the college liaison whereby they undergo an interview process as part of the selection process. The maximum number of placements is 12 at each location. The Project Search programme has historically been based at the Princess of Wales Hospital, Bridgend. Pending the success of our 2021 intake, our aim is to broaden the scope of the project across our other Integrated Locality Groups (ILG's).

#### **5. Apprenticeships**

- 5.1 The Government's Apprenticeship Scheme provides an integral pathway for new and existing employees, of all ages, to develop the right skills needed to meet our current and future skills requirements. During the financial year 2020/21, CTM UHB contributed £2,275,000 to the apprenticeship levy. In the same year CTM UHB accessed 150 apprenticeship opportunities for current staff, equating to just 49% of the levy. During the financial year 2021- 2022, we will seek to further access the levy to enhance apprenticeship opportunities, to mitigate critical skills shortages in areas such as health science and perioperative care.
- 5.2 A key area of focus will be targeting new and existing Health Care Support Workers (HCSW's) to acquire an equivalent ILM qualification through the Apprenticeship Scheme. Health and social care qualifications are a priority in Wales in line with the All-Wales Framework, which denotes that HCSW's require a level of qualification equivalent to the role that they are currently performing.
- 5.3 We will also focus attention on other key areas of skills shortage such as robotics and advanced IT through degree apprenticeships, where the cost of 'buying in' would far exceed the cost and benefits of

building our own skilled staff. The organisation and our Trade Unions are committed to the appointment of apprenticeship roles at the minimum of a band 2 salary equivalent, and the Executive Team is invited to endorse their approval of that in principle.

## **6. Future Generations**

- 6.1 The Future Generations Leadership Academy was established in response to the Future Generations Act and is designed to inspire and equip the next generation of Welsh leaders, and support Wales in its quest to transform itself into a well-being and sustainable nation. The programme will run from November 2021 to June 2022, delivering approximately 80 hours of virtual training. Participants will engage with inspirational speakers and in-depth discussions with Welsh Ministers and leading Welsh and global sustainable development leaders. The aim is to expand their understanding of good practice for leadership in sustainable development in a Welsh context – with a specific focus on leadership for the Well-Being of Future Generations Act.
- 6.2 Participants will receive mentoring training including a practical workshop in preparation for being matched with a current Chief Executive in Wales who they will work with to explore organisational culture and workshop solutions to challenges faced by their organisation. The programme culminates with a Young Leader’s Summit in June 2022 which brings together international youth leaders and Welsh Government Ministers to share good practice on sustainable development from an international perspective.
- 6.3 The Academy aims to ensure that at least 50% of participants are women, at least 20% are from Black and Ethnic Minority communities, and that at least 50% of participants come from households where neither parent went to university. The recruitment process to identify a future young leader for CTM UHB will commence shortly and conclude by end September.
- 6.4 CTM UHB is the only Health Board to pledge their support to this programme. The benefits of sponsoring the programme are:
- Support to identify one young leader in our organisation who would benefit from participating in the programme
  - Support from the Academy to identify a key wellbeing or sustainability issue facing our organisation, sector or community and develop an action plan to address that issue
  - Opportunity to join the Academy’s Advisory Group, comprising of senior leaders from sponsorship partners and the Future Generations team

- Be offered opportunities to display our logo at Academy events and in its promotional materials, for example at the Future Generations Leadership Summit planned for June 2022.

## **7. Graduate Programmes**

- 7.1 From September 2021, CTM UHB will be supporting the new NHS Wales Graduate Management Programme, developed by Health Education and Improvement Wales (HEIW). This two-year scheme places three graduates within CTM UHB. Graduates will be aligned to each ILG and work as part of multi-disciplinary teams, experiencing a mix of academic and hands-on learning while based in placements in primary care, secondary care and within a corporate division. The programme also includes a fully-funded masters programme.
- 7.2 CTM UHB will also be hosting a new graduate initiative through Academi Wales, which offers an all-Wales Public Service Graduate Programme, providing access to a wider pool of talent to public sector employees. CTM UHB will receive one graduate through this scheme which is due to commence in April 2022. The programme will operate across Wales with clusters established in the North, West and Mid and Southeast. Graduates will rotate between two or three organisations in a cluster (spending a similar amount of time in each). In this year's intake CTM UHB will be in a cluster with Welsh Government.

## **8. Pathways to Management Programme**

- 8.1 In addition to our graduate intake via HEIW and Academi Wales, CTM UHB has an ambition to run a parallel Pathways to Management Programme. Our priorities for the next five years require us to cultivate the right blend of skills and behaviours, by growing our own internal talent, and complementing that with more targeted recruitment. There is also a need to consider our future resourcing challenges, with 37% of staff over 50 and significant under-representation of staff under the age of 21, currently at 0.49%. With an ageing workforce and a high probability of retirement, CTM UHB potentially faces a loss of key skills without a fluid pipeline of talent to fill critical roles.
- 8.2 The CTM UHB Pathways to Management programme will therefore seek to:
- Provide a unique pathway for internal and external candidates into management roles within Cwm Taf Morgannwg Health Board.
  - Promote inclusivity and diversity amongst future managers and provide opportunities to our local community to develop skills in leadership and management.

- Provide a pathway to progression for Band 5 employees who experience challenges in development, growth and progression within their roles.
  - Provide a unique opportunity for the health board to promote its agenda and values within the local community.
- 8.3 Our aim is to recruit three trainees via internal and external recruitment campaigns, with a view to commencing the programme from May 2022. Internal candidates will be seconded for 18 months, and will be eligible to apply for a Band 6 position upon completion of the programme. External candidates will be recruited onto an 18-month fixed term contract.
- 8.4 The programme will mirror the HEIW Graduate Programme in terms of placement and rotations but will be accredited via an apprenticeship. Over the course of the programme placements will attend masterclasses (developed in-house, sharing/ leveraging the expertise and skills that sit within the Health Board) and complete a level 5 ILM apprenticeship.

## **9. Work Experience Programme**

- 9.1 Our final outreach initiative is our Work Experience Programme. CTM UHB has historically facilitated the placements of work experience students, which has in the past been managed through our Learning & Development Department. Due to the Covid-19 pandemic work experience has been on-hold since 2020. Whilst we remain committed to active collaboration across our local communities to maximise pathways to employment for all, we are already signed up to a number of priority programmes that we can reasonably deliver within the scope of our available resources. The current proposal is therefore that work experience remains on hold until we are in a position to review it in March 2022.

## **10. KEY RISKS/MATTERS FOR ESCALATION TO BOARD/COMMITTEE**

- 10.1 There is a risk to CTM UHB in terms of the limited resources available within the Workforce and OD Team to deliver on all these outreach programmes. Whilst we aspire to support the communities that we live in and continue to generate employment opportunities, there is a danger of us trying to do too much, with too few resources. Where possible, we will mitigate this risk by utilising any available funding to create temporary support roles, and we have already identified two key roles to support the implementation of our Kick Start and Apprenticeship Programmes.

## 11. IMPACT ASSESSMENT

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|---|--|
| <b>Quality/Safety/Patient Experience implications</b>   | There are no specific quality and safety implications related to the activity outlined in this report.   |
| <b>Related Health and Care standard(s)</b>  | Staff and Resources<br>If more than one Healthcare Standard applies please list below:   |
| <b>Equality Impact Assessment (EIA) completed - Please note EIAs are required for <u>all</u> new, changed or withdrawn policies and services.</b> | Choose an item.<br><br>If yes, please provide a hyperlink to the location of the completed EIA or who it would be available from in the box below.<br><br>If no, please provide reasons why an EIA was not considered to be required in the box below. |
| <b>Legal implications / impact</b>  | There are no specific legal implications related to the activity outlined in this report.  |
| <b>Resource (Capital/Revenue £/Workforce) implications / Impact</b>   | Yes (Include further detail below)   |
| <b>Link to Strategic Well-being Objectives</b>  | Work with communities and partners to reduce inequality, promote well-being and prevent ill-health   |

## 12. RECOMMENDATION

The Committee are asked to:  
**NOTE** the report.