

Anchor People: Place-Based Working Group Workshop

8th of February



London
Anchor
Institutions'
Network

Agenda

11:15-12.15

Breakout Overview

- 11:15–11:25** **Introductions (5 minutes)**
Scene Setting (5 minutes)
Anchor People: challenges to local NHS employment
- 11:25 – 11:45** **Good Practice Examples (20 minutes)**
Unlocking the system: London Boroughs, Birmingham and Leeds
- 11:45 – 12:05** **Designing the System (20 minutes)**
What are the features and resources needed
- 12:05 – 12:15** **Reflections and Agreed Focus Areas (10 minutes)**
Next workshop & 2 next steps to feedback

#LAIN
#LondonAnchors



Anchor People Focus

- The NHS is a good employer but they experience difficulties in recruiting.
- Each borough has a number of unemployed and under-employed residents in contact with councils through a range of services, including employment brokerage, children's services and housing.
- National recruitment programmes have limited visibility locally and can be complex processes to navigate without support.
- As an Anchor Institution who is co-chairing LAIN, NHS London is a leader in delivering value to the communities in which their operations are located.
- The NHS is notoriously challenging to work with due to a centralised and complex hiring process that inhibits local solutions. Their application process is so complex. All but the most skilled and determined applicants need support to successfully negotiate the process.
- However, during the pandemic, the NHS demonstrated the ability to radically streamline its HR process and fill urgent vacancies – we want to tap into those lessons
- The Place Based Work Group will explore a match between Council-led employment brokerages and the NHS to create local pathways to local employment.
- This could be done on a pilot basis in areas where there are high vacancies and capable employment intermediaries.
- Learning from these lessons we want to identify how to systematize this approach across the city.

Next steps, identify:

- **1) the challenge/opportunity**
- 2) the nature of the barriers and how to tackle them
- 3) a vision for solutions.



Southwark: Application Support Pilot

Partners: Guys and St Thomas Hospital,
Southwark College,
Southwark Works &
Southwark Council

Status: Pilot August 2023
- current

A programme of application support for unemployed Southwark residents wishing to apply for entry-level roles within Guy's and St Thomas' Trust (GSTT) - a flexible approach designed to respond to longstanding challenges in the sector and high vacancy rates.

Purpose of the pilot is to **test and learn what makes an effective programme of support**, alongside existing programmes like the Healthcare Sector-based Work Academy Programme (SWAP) at Southwark College.

Reason: Local intelligence tells finds that around a third of SWAP graduates are securing roles at GSTT and candidates can expect to spend a number of months applying for roles.

Participants of the Application Support Pilot will be supported to:

- Select suitable roles
- Prepare and submit applications
- Prepare for interviews and any testing requirements
- Comply with post-job-offer requirements, such as the provision of references and completion of ID checks



Tower Hamlets: Women in Health and Social Care

Partners: BARTS
NHS Trust, London
Borough of Tower
Hamlets

Status: 3 year
programme
completed

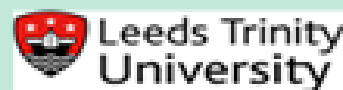
Working with the Head of Community Employment at BARTS NHS trust over a period of 3 years 134 women were supported into paid placements in either Business Administration or Health Care Assistants.

- Placements were available for 16, 25 or 30 hours per week, for a 6-month period.
- Candidates were provided with support to navigate initial assessment, application and interview process. Those who did not obtain the required level were placed on either English or Maths courses.
- Whilst on placement individuals achieved a level 2 in business admin or NHS approved care certificate.
- All those who completed the programme were guaranteed an interview with bank partners.
- 89 candidates obtained sustainable employment within the NHS following their engagement on the programme.



Leeds: Health and Care Talent Hub

Partners:



Collaborative recruitment narrowing inequalities – connecting the City of Leeds with career, training and volunteering opportunities in Health and Social Care. Collaborative programmes include connecting communities with H&C careers, apprenticeships, education, experience and pre-employment support.

Systems Change:

- City Strategy, Policy and Decisions
- Collective Leadership
- Academy Talent Hub

Changing Practice:

- Flipped Recruitment
- Values Based Selection
- Alternative Advertising
- Support and Skills



PERSON CENTRED



DELIVERED IN PARTNERSHIP



SHAPED AROUND COMMUNITIES



USING OUR ASSETS



INFORMED BY STRATEGY & INSIGHT

Birmingham: I CAN

Partners: Aston University, Birmingham City Council, The Pioneer Group, University Hospitals Birmingham, NHS Foundation Trust and Birmingham & Solihull ICS.

The programme involves a 'reversal' of the recruitment process:

- Unemployed people express interest online or to outreach workers in communities
- Hospital provides training for chosen career route - admin, facilities or medical
- Those who complete the training are matched to a job vacancy and supported to fill out the job application
- 'Coffee cup' interview with line manager only
- Guaranteed interview for jobs available in the area and area desired
- Ongoing support during training and after appointment from a team of experienced educators

• Results:

- 550 job offers to unemployed Birmingham residents
- 97% retention rate
- 75% from global majority/BAME communities
- 39% under 25
- 23.3% increase in recruitment from deprived areas

Success factors:

Hospital and Trust senior management buy-in to drive initiative and tackle bottlenecks
Work closely with community groups and dedicated outreach workers
Start small and grow
Adequately resourced training hubs in hospitals



NHS Examples

x

<p>Healthcare Horizons Barts Health Structured pre-employment training pathways for 16-29 year old residents in Newham, Tower Hamlets, Hackney or Waltham Forrest</p>	<p>Project-based approach to work experience which offers candidates a more tangible experience under development in South West London.</p>	<p>Refugee Employment Programme North West London – in-country refugees / support Asylum Seekers and refugees who wish to become volunteers in the NHS.</p>
<p>Project SEARCH, St George's University Hospital – supporting young people with learning disabilities into paid employment. 18-25 and have Education, Health and Care Plan in order to receive funding for the academic year programme.</p>	<p>West London Alliance Work and Health Programme – an initial assessment identifies the barriers individuals face to entering work and the necessary support required. Once in work, participants are provided 6 months in-work support.</p>	<p>Proud to Care North London – existing site re-purposed for Academy work in NCL. The site has functionality which includes a job board and landing page for primary care information</p>

Programme	Application Support, Southwark	Women in Health and Social Care, Tower Hamlets	I Can, Birmingham	Leeds Health and Care Talent Hub	?
Target Population	Unemployed looking for entry level positions, academy graduates	Unemployed local women	Unemployed, Under 25s, those from more deprived areas	?	
Issue	Even those completing training face long application times and a low success rate (1/3)	High vacancy rates among administration and health care assistant roles	Spatial inequality and high vacancy rates		
Approach: Programme Type	Pilot scheme to test the features needed for success.	3 year programme of paid placements of varied lengths	Holistic support programme redesigning the process		
Core Components	Support in choosing roles & completing applications and carrying out admin	Flexible placements Application support Additional qualifications Guaranteed interview	Tailored training Matching & app support Reducing requirements Informal interviews		
Measure of Impact	Sustainable employment, quicker recruitment	Sustainable employment, lower vacancy rates	High retention More diverse recruits Increased recruits from target areas		

2. Designing the System

- Who is the target population and how did you reach them?
- What are the biggest barriers in your area? What is the solution – core programme components?
- Challenges & Opportunities

Opportunities:

- Reduce vacancy rates
- Reduce recruitment costs
- Increase skills matching and quality of care
- Reduce local unemployment
- Improve life outcomes

Comparisons:

- Are they area specific?
- Where are matching efforts needed most?
- How local should interventions be designed?
- What was most successful and why?

Challenges

Where were the sticking points in existing programmes?

What was less successful than expected?

What role did third parties play?

What resources are needed?

Reflections & Agreed Focus

Workshop 2 Agenda:

- Objectives
- Information gathering
- Attendees

2 X Next Steps to feedback to the conference

Broaden the study – all London Boroughs?

Agreed principals at the London Level > A guidance pamphlet

Thank you



Key Work Areas

Networking
10:40-11.10



Procurement

Increasing spend with SMEs / Accessing diverse businesses / Contracting and indemnity insurance

Hiring & Skills

Disability Confident Employer accreditation / Reducing the gender pay gap / Reducing the race pay gap / Providing apprenticeships

Place-Based

Reducing barriers into NHS work / Council collaboration with NHS and educators / Matching space to local groups for Community Wealth

Childcare

Reducing barriers to work through childcare provisions

Green New Deal

Publishing Scope 1 & 2 targets / Green last mile deliveries / Decarbonising estates / Upskilling employees with sustainability training

Mentoring Young People

Recruiting mentors, training and matching to young people / Targeting disadvantaged groups / Establishing quality frameworks for mentorship