

INTRODUCTION

An ageing workforce, with projected increases in the number of potential retirements over the next 10-20 years, means that NHSScotland must now prioritise the attraction, recruitment and retention of young people¹ to create the future health and social care workforce.

To fulfil our duties, both as employers and as an organisation with social responsibilities, transformational change is necessary. We must prioritise, and commit to, employing young people with our core values and help them to understand the opportunities and career pathways available to them in NHSScotland.

We need to be seen as the employer of choice for young people, and need increased numbers of young people to enter, and remain in, the workforce. A predicted decrease in the working age population, and a significant increase in the over-75 age group, means there will be even greater demand for health & social care services in the future. (see Appendix A).

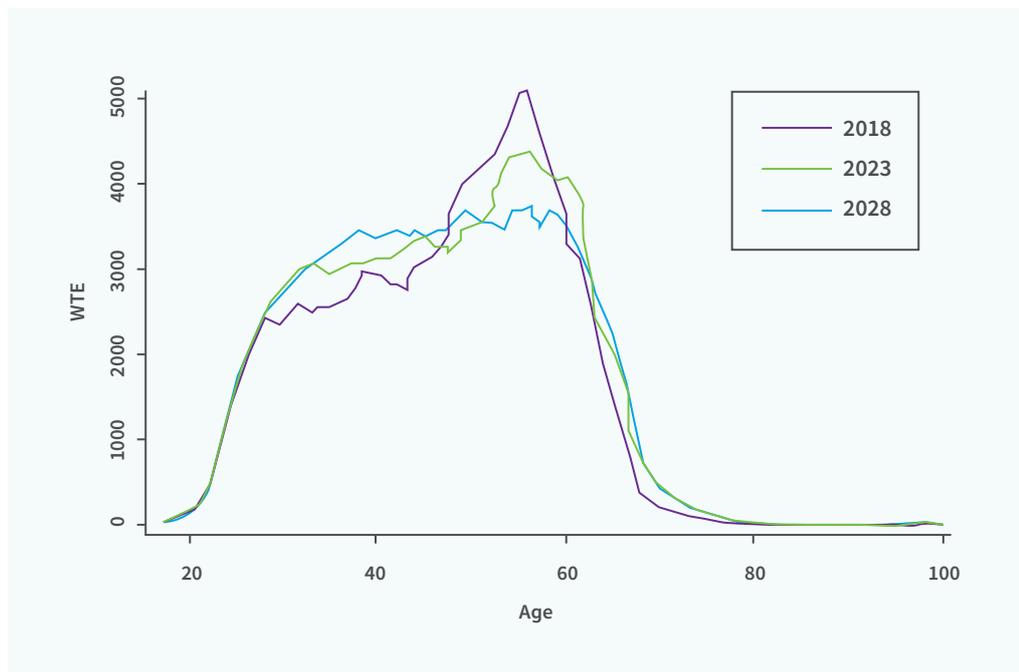


Figure 1
Age distribution of the NHSScotland workforce in 2018 and simple projections for 2023 and 2028 based on recent leaver and joiner rates by age. Source: Scottish Workforce Information Standard System (SWISS).

Our projected future workforce, based on leaver / joiner rates by age over the past five years, shows the workforce is likely to shrink due to the number of retirements.

¹defined as those aged 16 – 30 for the purposes of this Framework

STRATEGIC DRIVERS

The National Health & Social Care Workforce Plan (*Part 1*) Scottish Government, 2017 notes the need to:

- Build and enhance fulfilling careers for young people in health and social care
- Use new approaches to promoting and attracting young people
- Develop partnerships between Boards and education providers
- Develop youth employment initiatives to increase supply

Scotland's Youth Employment Strategy (*Developing the Young Workforce, Scottish Government, 2014*) sets out ambitions for employers including the need for:

- Young people to access more vocational options in S4, S5 and S6
- Stronger partnerships between employers and education
- Public sector employers to actively engage in this agenda

Committing to engage with, and invest in, young people will support continued delivery of high-quality services. It will also address health inequalities by providing employment opportunities with their associated benefits of improved health and wellbeing.

STRATEGIC FRAMEWORK COMMITMENTS

By 2021, we will:

- Establish an infrastructure in our Board to support youth employment, including an executive sponsor and a named person / team with responsibility in this area
- Promote NHSScotland careers and career pathways, to attract and inspire young people into our service
- Increase the number of young people employed and retained in our Board
- Embed youth employability and the range of apprenticeships in our Board, including support for those furthest from the job market
- Develop young people in our service through support networks and activities, and use multigenerational working to support and mentor our young people
- Include statements about youth employment in our local and regional workforce plans, reinforcing our Board's social responsibility as an employer

Six commitments have been developed to support NHSScotland Boards in taking forward approaches to youth employment.

APPENDIX A

Additional Statistical Data

We know that there is increasing and changing demand in the health service which means that we need to increase supply across the entire workforce.

These efforts need to be replicated for the 16-24 workforce, as the data shows that our approach to this age group has been inconsistent (see *Figure 2*). If we want to continue to grow our workforce, a condition which has been included below (using a 1% increase in overall workforce as an illustrative example), then continual increase in this age group is paramount.

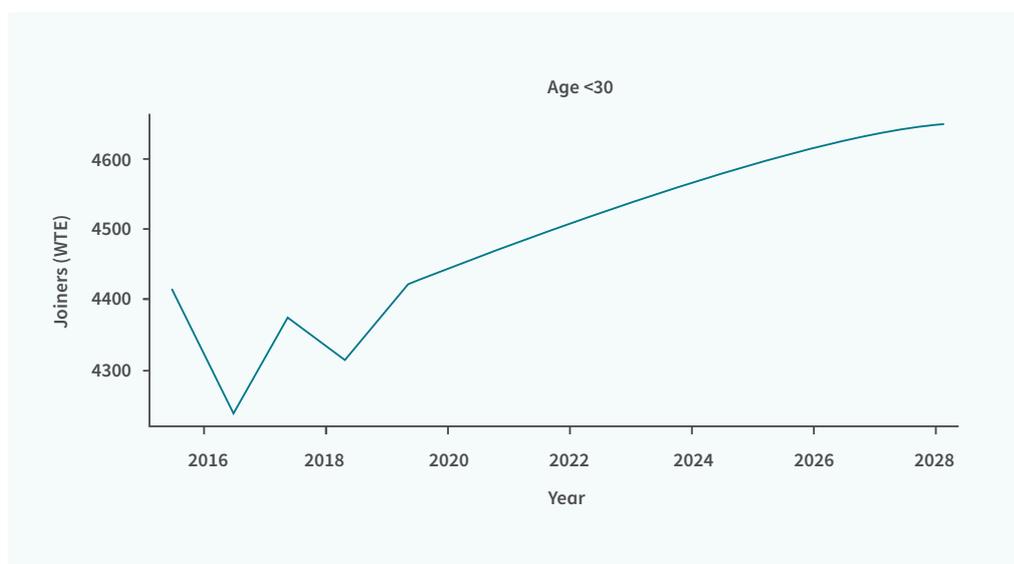


Figure 2
WTE numbers of staff in NHSScotland by age, in March 2018, for four different job families.
Source: Scottish Workforce Information Standard System (SWISS).

Young people (16-30) are employed in a wide range of job families within the NHS (Figure 3) but they also represent a high proportion of leavers in this age bracket (Figure 4). Focusing our attention on retention of these young employees will help contribute to a sustainable workforce.

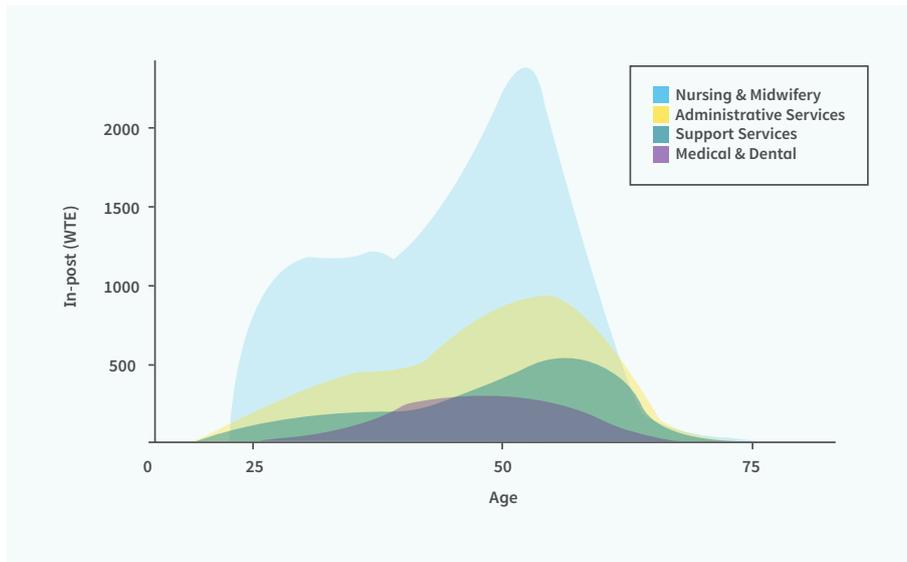


Figure 3
WTE numbers of staff in NHSScotland by age, in March 2018, for four different job families.
Source: Scottish Workforce Information Standard System (SWISS).

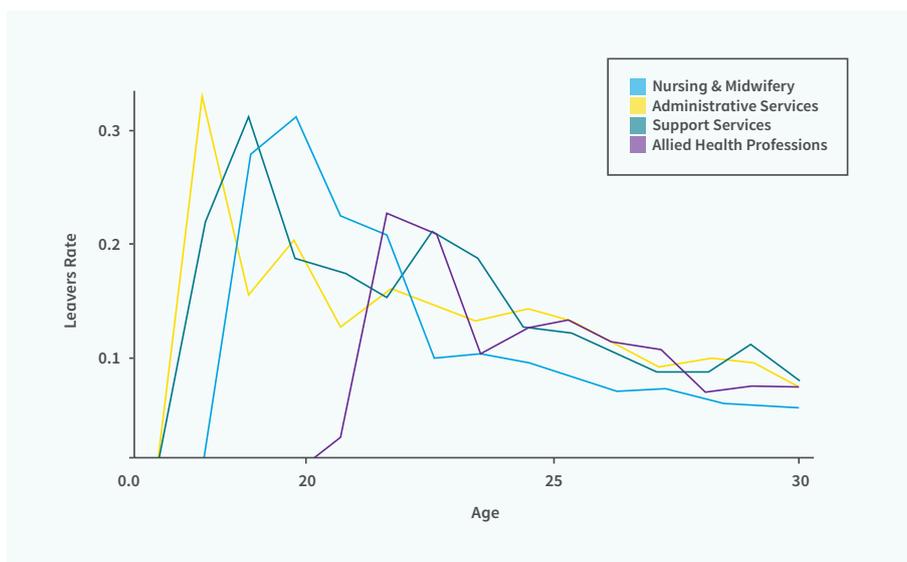


Figure 4
Proportion of NHSScotland staff leaving their posts each year (averaged over 2015–2018), by age, for four different job families. Source: Scottish Workforce Information Standard System (SWISS).

APPENDIX B – ACTION PLAN TEMPLATE

This action plan template is intended to support implementation of the **NHSScotland Youth Employment Strategic Framework**.

1. Establish an infrastructure in our board to support youth employment

Activity	What are you going to do to achieve this?	Who will do this?	By when?	What is the intended outcome?

2. Promote NHSScotland Careers and Career Pathways

Activity	What are you going to do to achieve this?	Who will do this?	By when?	What is the intended outcome?

3. Increase the number of young people employed and retained in our board

Activity	What are you going to do to achieve this?	Who will do this?	By when?	What is the intended outcome?

4. Embed youth employability and the range of apprenticeships in our board

Activity	What are you going to do to achieve this?	Who will do this?	By when?	What is the intended outcome?

5. Develop young people in our service through support networks and activities

Activity	What are you going to do to achieve this?	Who will do this?	By when?	What is the intended outcome?

6. Include statements about youth employment in local and regional workforce plans

Activity	What are you going to do to achieve this?	Who will do this?	By when?	What is the intended outcome?