

Widening Access, Inclusive Recruitment and Participation

Creating Inclusive Pathways into Employment

	Outcomes	Target	November 2025
Inclusive Employment	Adopt alternative methods of recruitment for entry-level roles to remove barriers and attract diverse talent.	Increase local employment so that 60% of staff are from our localities by 2026.	59.74%
Community Access to Employment	Achieve 85% employment conversion rate from these initiatives.	Support 450 individuals from local communities through pre-employment programmes and recruitment events.	40%
Workforce Inspiration and Engagement	Raising awareness of 350 roles within the NHS and inspiring local people	Maintain a network of 1,000 Career Ambassadors and Work Experience Hosts by end of FY 2025/26. Provide 700 work experience placements for local young people and adults.	113% 99%
Supported Pathways	Creating a talent pipeline	Deliver 25 Supported Internships with meaningful work placements. Host 160 T-Level learners value added industrial placements.	96% 84%
Apprenticeship Investment	Supporting wider health and social care sector and the community and voluntary sector	Transfer / gift £200,000 of Apprenticeship Levy to support local health and social care employers and Community organisations to developing system wide workforce.	£103,537
National Influence and Knowledge Sharing	Influencing policy	Share our impact and learning through at least 4 national conferences or published articles per year.	1 National conference Locality Employment and Skills Strategy National T Level development and influence

Inclusive recruitment

Strengthening of our transactional recruitment service



Sharing interview questions in advance

Hiring managers are supported to share interview questions with candidates ahead of time, guided by clear and accessible instructions.



Recruitment and Selection e-learning

An in-house e-learning programme has been developed to help managers align with best recruitment practice, including how to identify and address inequalities in the recruitment process.



Overseas recruitment

A greater focus has been given to the onboarding experience of our overseas hires – including the creation of a new international recruitment pack and dedicated Facebook group.



Person specification application form

We have simplified our application form to allow for better accessibility and applicant experience



Cultural ambassadors

We invite cultural ambassadors to be involved in the recruitment of all Band 8a and above roles.

Next steps...

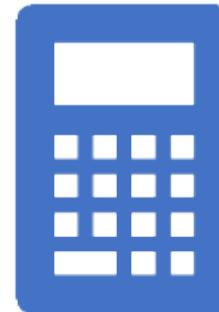
In 2026, we will create a standardised job description bank to reduce variation across the NCA and make it easier for applicants to understand roles in the NHS and assess their suitability.

Creating Inclusive Pathways into Employment



Since 2023, the NCA has supported **301** individuals into employment.

ROI is £185,115 (based on 2023 calculation £615 saving per candidate)



Succession Planning

Attracting young talent:
NEETs summer
employability
programme supported 8
young people in Salford

Salford Trailblazer - 5
young people from the
summer programme
progressed to the 6-
month paid trailblazer

Greater Manchester and National Influence

- **Midwifery T level:** NCA was the first in Greater Manchester to host Midwifery T Level learners during academic year 2024/25. [Greater Manchester launches T Level midwifery placements to grow local NHS talent | Greater Manchester Integrated Care Partnership](#)
- **NHSP Enhanced Pilot:** Building on our existing NHSP agreement to offer our T Level learners paid work, we collaborated with GM ICB, NHSP, Northern Care College Alliance to develop an enhanced pilot to extend the offer across Greater Manchester with a view to national rollout. [T Level enhanced pilot launching this academic year | Greater Manchester Integrated Care Partnership](#)

Inclusive Employment Recognition



Northern Care Alliance
NHS Foundation Trust

**ERSA Employability
Awards: Employer
Partnership - Finalist
2025**

**Greater Manchester
Good Employment
Charter Awards – Highly
Commended 2024**

**Salford City Mayor's
Charter Award – For
raising employment
standards across Salford
2024**

**HSJ Awards 2023 – High
Commendation for
recruiting differently**

Next Steps...



Tender for a new Recruitment system to make recruitment more inclusive



Re-designing pre-employment programme



Developing a 6-month HCSW/ HCA Traineeship recruitment programme



Introduce a new internal mailing system for latest job opportunities



Developing HCSW/HCA Apprentice recruitment programme



Seeking approval from PEC for 'Alternative Methods of Recruitment'



Enhance support to BAME nursing to improve career progression



Agreeing Social Economic Duty KPI's as a Trust

Feedback

Gemma, HCSW Employability Programme

"I was given the opportunity to apply for a pharmacy dispensing apprenticeship, something I had never previously considered. From that experience, I received valuable advice and guidance that helped me get to where I am today, making a huge difference in my life and giving me the chance to gain a qualification. During my placement, I was able to experience what the role involved and decide whether it was right for me, while also hoping for the chance to secure the apprenticeship.

I learned about the different tasks carried out in the job and was given the opportunity to try some myself, which was both rewarding and insightful. Receiving the email offering me the position made me smile, as it confirmed the progress I had made. Entering a new environment and meeting new people initially felt daunting, but I was quickly made to feel welcome, which boosted my confidence and allowed me to be myself. I would strongly recommend undertaking a placement, as it provides a valuable opportunity to understand the role, gain experience, and decide whether it is the right path for you."

Jenna Alshawy, Work Experience

"I wanted to extend my sincere thanks for helping organise my work experience placement with The Northern Care Alliance NHS Group at Salford Royal Hospital. It was an incredibly insightful and rewarding experience that gave me a deeper understanding of the different jobs in the hospital. The experience has strengthened my interest in pursuing a career in healthcare.

Thank you once again for your support and help."

Feedback

Calista, T Level 2025/26

Hello,

I just wanted to send this email with some feedback for the Cadet that was with us recently – Calista Moody. Calista became a valued member of our team quite quickly. Her commitment and enthusiasm were great to witness. Calista was always eager and willing to learn, lend a hand where appropriate and was also fabulous with the patients and family members. Whatever her career choices are in the future, I know she is going to excel.

As a ward, we feel lucky to have worked alongside her these past 10 weeks.

Please pass on this feedback.

*Thank you
Katie Atkin, Sister/PEL, Ward 2 – FGH*

Fern & Nia, T Level 2024/25

We currently have Fern and Nia working on SRU at Salford Royal as nursing cadets.

I just wanted to let you know what an asset they have been to the ward. They are friendly and kind to the patients, able to talk sensibly about how the patients have been, look after upset relatives and have really helped the ward to run smoothly.

They are proactive and look for ways to help the patients, not just waiting to be told what to do.

Thank you

Rebecca Grue, Consultant stroke physician SRU Salford