

# Estates net zero and sustainability recruitment guidance

Guidance for employers on recruitment  
into NHS estates sustainability and net  
zero roles

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# Executive summary

This document provides guidance and recommendations to NHS recruiters intended to improve attraction and retention of candidates in NHS estates sustainability roles, recognising that to meet its ambitions for net zero by 2040, the NHS must maximise the pace and effectiveness of its recruitment and ensure the retention of a skilled, fit for purpose sustainability workforce. Recommendations are supported by the findings of a benchmarking exercise intended to evaluate the NHS's position within the wider UK estates and facilities sustainability and net zero jobs market.

This evaluation was conducted across eight different sustainability role types, all of which can be found within NHS estates and facilities teams:

- Generalist sustainability roles, e.g. sustainability manager
- Energy
- Waste
- Travel
- Food
- Data analysis
- Property management, Hard Facilities Management (FM)
- Biodiversity

Recommended points to consider in job adverts following the benchmarking exercise are summarised for each of the above roles in this document.

This document identifies a number of overarching recommendations for NHS recruiters to enhance the attractiveness of job offers in sustainability and net zero roles. These include:

- Emphasise the large impact and influence of the NHS in relation to climate change, health, and UK sustainability targets, and how this links to the role being recruited
- Be clear and specific about the role being advertised
- To broaden its reach to a more diverse pool of candidates and to increase candidate attraction into sustainability and net zero roles the NHS should widen the platforms and audiences it targets when advertising for roles

Sustainability training should be embedded within the existing NHS estates and facilities workforce, to both combat the market shortage of green skills by upskilling current employees, and to widen the pool of candidates attracted to roles in the NHS.

## Introduction

The sustainability job market has been growing since the 1970s when the term first entered the public domain.

Sustainability is a broad term which has a diverse range of meanings. In a working context, the term is often captured by or interchanged with others such as 'green', 'environmental' or, increasingly, 'net zero'. It is a relatively new profession type undergoing an intense growth period in the UK due to government targets to reduce carbon emissions accompanied by corporate commitments to reducing the environmental impact of businesses.

This has resulted in demand for relevant specialist skills outstripping supply, with overall listings for environmental jobs increasing by 91% between 2016 - 2021 according to [Bower Collective](#). Organisations must now work hard to attract and retain suitable candidates.

This intense period of growth has resulted in some market confusion over standard pay packages, defined job titles, responsibilities, and skills required for those in or entering the sustainability and net zero job market.

In 2020, the NHS set its own ambitious target to achieve net zero for core emissions by 2040, aiming to be the world's first national health service to do so. This is set out in the [Delivering a 'Net Zero' National Health Service report](#), which is supported by the [Estates Net Zero Carbon Delivery Plan](#), including actions and targets to ensure the estates workforce is equipped to progress this ambition. The [NHS Estates and Facilities Workforce Action Plan](#) is structured around four key priorities: improving the health and wellbeing of our people; embedding equality, diversity, and inclusion; developing our people; and building the next generation of Estates and Facilities people, including those in key sustainability roles.

To recruit the best possible sustainability workforce, the NHS must accurately define each role it offers in this field and effectively communicate its associated responsibilities to potential candidates. The following guidance is intended to support

NHS recruiters to do this, specifically focussing on roles within NHS estates and facilities, which includes roles in waste, energy, travel, food, property management, data, and more. The document can also be read in conjunction with the NHS Estates Sustainability Career Pathways Report which outlines progression routes, training opportunities, and key skills in estates sustainability roles for those looking to pursue an NHS career in this field.

The following document contains:

- General recommendations for improving the quality of job descriptions for candidate attraction (including common themes from benchmarking exercise for estates sustainability roles)
- Findings and recommendations based on benchmarking exercise assessing NHS estates sustainability roles against similar roles in the public and private sectors
- Further recommendations for developing net zero skills in the NHS

# Recruiting a skilled estates sustainability workforce: general guidance

To attract the best candidates into its sustainability workforce, the NHS must clearly articulate its offer and what sets it apart from the competition. In addition to the sector-specific market conditions and differentiators highlighted in the following benchmarking exercise, there are a number of unique selling points the NHS should focus on when recruiting for any role. These are summarised below and should be incorporated into the candidate information for any estates' sustainability role being advertised.

## 1. Emphasise impact

Many people are unaware of the scale of the NHS's carbon footprint and the huge opportunity this represents to deliver a reduction in the UK's overall emissions. In addition, the NHS's response to climate change has a vital role to play in improving patient wellbeing and addressing health inequalities. Raising awareness of this, even via simple means such as inclusion in job advertisements, is key to attracting applicants who want to make a difference.

Highlight the NHS's significant impact and influence in relation to the UK's climate change response by including information on its overall size and reach, detailing for example the total amount of land and estate under NHS management or the total carbon emissions the organisation is responsible for:

- 10,258 buildings occupying 26.7m<sup>2</sup>, equivalent to 396,000 homes
- Total estates valued at £46 billion
- Electricity use by England's secondary care estate in 2021/22 was approximately 2.9 million kWh, enough to power 984,000 homes for the year.

It is also important to highlight what will the outcomes be once the objectives / targets / projects associated with the role are achieved, and what the benefits will be for patients / staff / community / the environment / the NHS.

## **2. Be clear and specific**

As mentioned in the introduction, roles in sustainability can refer to a broad range of roles and responsibilities. Therefore, it is important to be clear and specific about the remit of the job they are applying for. It is also helpful to give candidates a clear picture of where, how and with who they will be working to help them visualise themselves in the role. Include information about the following:

- Where they will be working and who they will be working with, such as how many people are in the team
- The team structure and how they fit into it, include a structure chart in the job description
- Cut down job descriptions and person specifications to key information only, to make them useful and easy to read
- Remove any acronyms or jargon that the candidates may not understand

## **3. Broaden your candidate reach**

Alongside the use of NHS Jobs, you should use social media to promote and raise awareness of the role to new and diverse audiences. This is the best way to attract passive talent (those who are not actively job seeking) and an authentic and trustworthy method in addition to paid advertising. Furthermore, the NHS is not typically known as an employer of sustainability and net zero roles, therefore potential candidates may miss job adverts for such positions if they are only shared on websites such as NHS jobs.

- Use social media platforms such as LinkedIn and Twitter to reach out to your professional networks
- Add a comment to social media posts about why candidates should join the team. You could refer to work / life balance or a great team culture / support network
- Post your listing on relevant discussion groups or forums on social media where you know people have relevant skills or interests. If these are private groups, you can request access to post a job listing

- Reshare the link to the job advertisement again a few days after posting to remind people of the opportunity and the closing date
- Offer informal chats about the role to interested candidates to reduce barriers to entry and to build connections with potential applicants



# Benchmarking exercise: findings and recommendations

This benchmarking exercise evaluates the NHS's position within the sustainability and net zero job market. Data has been taken from job roles across many organisations and benchmarked against the NHS to identify areas of strength and areas in need of improvement.

There are some limitations to what the NHS can do to improve its position within the market, particularly in relation to salary. NHS pay is governed by the Agenda for Change grading and pay structure which sets pay points and progression through the grades based on length of service within a role. This means that the NHS does not have the same level of flexibility to respond to market conditions when it comes to salary expectations compared to the private sector. However, other factors such as impact and the NHS 'brand' are considered strong by many employees. Therefore, significant improvements in the positioning and attractiveness of working for the NHS can be made in job adverts by emphasising these elements.

The following sections summarise the data findings and recommendations following a benchmarking exercise and evaluation of the NHS job offer in different estates role types relating to sustainability and net zero. Role types include:

- Generalist sustainability (e.g. sustainability manager)
- Energy
- Waste
- Travel
- Food
- Data analysis
- Property management (Hard FM)
- Biodiversity

The NHS job offer was scored alongside equivalent (or closest fit) roles in the public and private sectors across seven categories:

- Salary
- Working conditions
- Progression opportunities
- Impact
- Brand
- Working hours

- Location

A high score in any of these categories indicates that employees and recruiters see the job offer as appealing in relation to this criterion.

## 1. Generalist sustainability roles

Most sustainability jobs in the public and private sector, including the NHS, exist in broader sustainability roles, such as a sustainability manager, responsible for all elements of carbon reduction and environmental impact within an organisation.

These jobs are often broad, and encompass many briefs around energy, biodiversity, sustainable travel and waste. [Indeed.com](https://www.indeed.com) found that in 2021, 980,000 jobs with the word 'sustainability' in the title were posted on their website – an increase of over 30% from the previous year.

Importantly, some of these generalist sustainability roles do not articulate specific targets or measurable outcomes relating to sustainability for employees to work towards, which means they could be seen by candidates as having little impact and focus.

Highlighting the specific impacts, outcomes, and objectives of generalist sustainability roles within the NHS is therefore key to recruiting the best talent.

### Research findings

- Sustainability positions in both the public sector and the NHS score highly on impact. However, the NHS scores more highly when it comes to progression opportunities due to the organisation's size and scale and the career pathways this creates. Smaller public sector organisations often have limited sustainability positions available and thus more limited progression opportunities.
- While the private sector does still outcompete the NHS when it comes to salary, this difference is not as pronounced as might be expected and therefore our findings showed that salary alone would not outweigh the wider benefits of progression and impact that the NHS can offer.

- Many sustainability roles in the private sector, particularly at entry level, pay lower salaries than other specialisms such as finance or IT.

## Key recommendations for the NHS

1. Highlight the specific impacts and outcomes of the role:
  - a) Include the role's impact in contributing to the NHS's 80% emissions reduction target by 2028-2032, as ambitious short-term targets are relatively rare.
  - b) Highlight the size and reach of the organisation to demonstrate the large scale of the role's impact.
2. Demonstrate the progression opportunities for a generalist, in particular the availability of different NHS career pathways within sustainability. This is relatively rare and particularly important for entry-level talent looking for career development opportunities.

## 2. Energy

Energy roles are essential for progressing UK and NHS net zero objectives. The [Estates Net Zero Carbon Delivery Plan](#) sets the aims and objectives regarding energy management, building energy efficiency, and heat decarbonisation, all integral to enabling a functioning, net zero NHS estate.

As recommended in the [Technical Annex](#) to the Delivery Plan, all NHS trusts should have an energy manager of at least 0.5 FTE, in recognition that these roles are essential for delivering net zero objectives.

As such, the attraction and retention of individuals into NHS energy management roles is very important.

### Key competitors

For the types of energy role found in the NHS, the public sector is the closest competitor, as roles in this sector will have the most similar responsibilities. Findings from the private sector may not be as comparable to the NHS, as most of those consulted had very different job titles, and thus a difference in roles and responsibilities is assumed.

## Research findings

- Despite achieving a score of at least 3 in most categories, indicating respondents do not on the whole perceive energy roles in the NHS to be worse than the market average, NHS respondents collectively gave the lowest score across all categories.
- In the field of 'salary', respondents perceived energy roles in the NHS to be poor in comparison to the market average, assigning an average score of 1.8.
- The NHS's best scores were for 'working hours', 'working conditions', and 'impacts' with respondents assigning an overall score above 3 for each of these categories. However, these did not significantly outcompete the answers from public and private sector survey respondents.
- Only 3 points separated the public sector and NHS for overall score, with private sector significantly outcompeting both according to respondent perception. This could be attributed to the difference in energy management role type held by private sector respondents, whilst NHS and public sector energy roles were more similar in description.
- The high weighting of the 'salary' category contributes most to the NHS's lower overall score for energy roles.

## Key recommendations for the NHS

1. Highlight the key impact of energy management roles in the NHS for improving efficiency, saving money, and progressing net zero objectives.
2. Emphasise progression opportunities and associated salary benefits for those in NHS energy roles and consider career development pathways available to them.

## 3. Waste

As with energy, waste roles are naturally linked to sustainability: reducing waste and optimising waste management processes have direct environmental benefits as well as financial benefits.

The [Estates Net Zero Carbon Delivery Plan](#) and [NHS Clinical Waste Strategy](#) clearly define waste management actions and targets in alignment with NHS net zero targets, showing that action on waste is a key strategic focus of estates sustainability in the NHS.

There is a significant number of waste management roles in the public sector (e.g. local councils) and in the NHS as both have large volumes of waste to manage. The wide scope of different waste streams and their management needs enhances the complexity of waste management in the NHS and therefore the need for roles dedicated to this area. Private sector roles in waste are often found in waste management contractors. These require different skills to roles in organisations which produce high waste volumes, and as such it is difficult to have a direct comparison between sectors for this category.

### **Key competitors**

For the types of waste role found in the NHS, the public sector is the closest competitor, as roles in this sector will have the most similar responsibilities.

### **Research findings**

- The NHS scored worst overall for this category in comparison to the rest of the market, scoring lowest in all categories except working hours.
- The area which scored lowest, and which was considered by employees as worse compared to the wider job market was salary.

### **Key recommendations for the NHS**

1. Highlight the potential career pathways of those taking on waste roles in the NHS.
2. Highlight how waste roles are essential to the NHS as a whole and emphasise the wide variety of waste streams produced in the NHS to demonstrate how associated waste roles have impact.

## **4. Travel**

Sustainable travel roles generally focus on both promoting active travel (walking, cycling) and reducing polluting travel, such as single occupancy vehicle journeys.

This can be achieved through fundamentally reforming the travel network, for example by improving public transport, or simply through campaigns to change behaviour.

This job market is dominated by public sector roles with councils aiming to increase active travel to promote both personal and environmental health. Private sector roles related to sustainable travel largely exist within the consulting industry.

Sustainable travel roles also tend to be at a more junior level and are incorporated into larger briefs as jobs increase in seniority. However, as more firms begin to look at the ways their employees travel to and from work, and at their impact on the travel system more generally, this may change.

For now, the NHS's main competition for roles in sustainable travel is large public sector organisations who can fundamentally shape travel infrastructure in a way that is difficult for the NHS to replicate.

## Key competitors

1. Public sector organisations with control over travel systems e.g. local councils
2. Private Sector travel consultancies

## Research findings

- Unlike the other sectors, the NHS scores highest for salary in the travel sector.
- The impact the NHS can have in relation to this role lies in responding to the health implications of local air quality, as well as the NHS's size and thus the impact that sustainable travel in the organisation can have at scale. [Poor air quality is the largest environmental risk to public health in the UK](#), as long-term exposure to air pollution can cause chronic conditions such as cardiovascular and respiratory diseases as well as lung cancer, leading to reduced life expectancy.
- In addition to the attractive salary and working hours the NHS can offer in sustainable travel roles, there should be a focus on the health implications of air quality and how this directly links to patients, staff and health inequalities.

## Key recommendations for the NHS

1. Emphasise the health impacts of local air quality and how this links to patients, staff and health inequalities.
2. Emphasise the scale of travel that the NHS can impact, due to staff, patient and visitor travel.
3. Highlight the progression opportunities from sustainable travel roles into wider sustainability-based roles within the NHS.

## 5. Food

Sustainability and net zero jobs in soft facilities management focus on food provision. Public awareness of emissions reduction through diet is increasing, and the environmental impacts of food waste, agricultural techniques and manufacturing practices is receiving growing visibility. However, there are very few specialist net zero facilities management roles in the market, including opportunities within the NHS, as these roles tend to fall within the wider sustainability remit.

Most soft FM roles are lower-paid positions, as reflected by the NHS soft FM workforce, of which over 70% of roles are Band 2.

Change within soft FM in support of net zero goals will focus on embedding training around low-carbon recipes and reducing food waste amongst catering staff.

Any organisation which provides a large amount of food is a competitor for practical skills in the net zero soft FM market.

When looking at more strategic soft FM skills, organisations which serve a large volume of meals, such as catering companies, food manufacturers or schools, are key competitors, as they are the organisations most likely to be composing broader net zero food strategies.

### Key competitors

1. Practical skills: restaurants, food delivery services, catering companies
2. Strategic management skills: catering companies, schools, local authorities, food manufacturers

## Research findings

- Net zero soft FM roles within the NHS are considered high impact by employees in comparison to public and private sector competitors, due to quantity of meals served. Although the public sector can compete with the NHS on most other fronts in soft FM, it is unable to compete on impact for food due to the NHS's larger scale.
- Competition for Band 2 and Band 3 staff is high, with the private sector offering higher hourly rates for these target audiences, specifically catering staff and chefs.
- This is not necessarily reflected in more strategic net zero soft FM roles, where salaries are more competitive.

## Key recommendations for the NHS

1. Emphasise the specific impact and reach that net zero soft FM roles in the NHS can have.
  - a) There are over 140 million meals served to patients every year in the NHS. How many in your trust?
  - b) Emphasise the impact of the right nutrition on patient recovery. This allows the NHS to stand out by highlighting the dual impact of Soft FM: tackling carbon emissions as well as improving health outcomes.

## 6. Data analysis

Sustainability and net zero data analyst roles focus on calculating organisational emissions and using data to measure and advise on carbon reduction strategies.

This specialist job market is growing in line with market demand for net zero and sustainability skills, with a growing number of data analysts in this field of work as more organisations start to measure their carbon footprints and measure reduction strategies.

Skills required for net zero data analysis are not necessarily very different from other data analytic skills, particularly when it comes to measuring the progress of net zero



strategies. A significant amount of the net zero skills gap can be met with supplementary training of existing analysts. This means the NHS is not only competing with other organisations for net zero-specific data analysts, but for analysts across all disciplines.

## **Key competitors**

1. Organisations that specialise in consulting on carbon emissions
2. Generalist data analysts across the public and private sectors

## **Research findings**

- The private sector far outweighs the public sector when it comes to salaries for net zero data analysts.
- Impact scoring varies depending on the nature of the role, with specialist net zero data analysts scoring much higher for impact than those in generalist data analyst roles.
- Note also that external consultant roles will be less involved in actively driving change as they are more likely to be involved in distinct projects for clients, in comparison to an in-house net zero data analyst who will see the direct influence of their work within their organisation and will thus score more highly for impact.

## **Key recommendations for the NHS**

1. Emphasise the dual impact that data analysis roles in the NHS will have on emissions and patient outcomes.
  - a) Particularly emphasise the involvement of data analysts in the decarbonisation process
  - b) Provide specific examples of this, e.g. the creation of an improvement waste dashboard

## 7. Property management (hard FM)

Hard FM roles relating to sustainability focus on reducing direct emissions from buildings, through building planning, moves and refurbishment, and managing building services.

Property management roles exist across the NHS, public, and private sectors in a broad range of organisations, including the construction industry. However, specialist sustainability and net zero property managers are still relatively rare, as the associated responsibilities tend to form part of a wider brief at more senior levels.

Being an integral part of property management, it is essential that all those in hard FM careers are trained in net zero and sustainability skills. Due to the nature and scale of property management as a career, it is likely that a significant proportion of any sustainability skills gap will be filled through training within the NHS.

### Key competitors

1. Companies providing building management services with a strong environmental focus
2. Public sector organisations which control large housing/building stock e.g. local councils

### Research findings

- Property management and hard FM was a high scoring category overall across all sectors, with respondents perceiving their roles as equal to or above the market average across all categories besides salary in the NHS and public sector.
- Private sector organisations which already have an environmental focus, are leading the job market for net zero hard FM skills. The number of buildings that they manage means that they score highly on impact.
- However, the amount of building stock the NHS controls, compared to local authorities and private sector organisations, also gives it a high impact score. This may change as more organisations focus on reducing their direct emissions.

## Key recommendations for the NHS

1. Specify the impact that net zero hard FM roles can have in your trust/on your site:
  - a) What interventions have trusts/sites made in support of net zero? E.g. solar panels, energy efficiency measures, sustainable building materials, low energy light bulbs
  - b) What would a net zero hospital look like? This will help applicants to better visualise and understand the direct impacts of the role.
  - c) Highlight the benefits of more sustainable buildings to patient and staff welfare. E.g. improved lighting quality leads to fewer sleep disruptions; insulation improves room temperature regulation.
  - d) Emphasise the high complexity of NHS estates (i.e. variety of building types/ages and variety services/functions they must deliver).

## 8. Biodiversity

Biodiversity roles in estates and facilities focus on either directly managing land owned by organisations in a way that enhances biodiversity or preside in consultancies and organisations which promote biodiversity.

This sector is a much smaller part of the overall sustainability sector than might be expected, with terms such as ‘nature recovery’, ‘rewilding’ and ‘biodiversity’ in the job title. Indeed.com found only 42 jobs posted using one of these key words in September 2022, compared to 2,646 roles with the key word sustainability during the same period. Notably, biodiversity is often incorporated into wider sustainability briefs within organisations, making the NHS relatively unique in investing in this emerging market, and offering dedicated biodiversity roles, making it an attractive proposition for those with this skill set.

Enhancing biodiversity on the land owned by NHS organisations is integral to improving patient experience and outcomes, responding and adapting to climate change and species loss, and promoting improved health and wellbeing amongst

patients, staff and the local community. The biodiversity job market is dominated by the public sector, due to its disproportionate land ownership.

## **Key competitors**

1. Organisations with control over large pieces of land
2. Biodiversity-focused organisations / consultancies

## **Research findings**

- The NHS's key strengths in the biodiversity job market are its ability to make a significant impact on biodiversity across the country due to its widespread coverage, and the appeal of the NHS brand to applicants.
- Other public sector roles in biodiversity, such as those in local councils, can compete with the NHS on impact, but their brand is considerably weaker.
- The private sector offers higher salaries for roles in biodiversity, however wider benefits such as pension and flexible working prevent it from being the obvious choice.
- Importantly, private sector companies tend to own less land than public sector organisations, and therefore their opportunity to make an impact in the biodiversity space is generally more limited.

## **Key recommendations for the NHS**

1. Emphasise the potential impact of the role:
  - a) How much space will the employee have to work with?
  - b) How have previous biodiversity projects within the NHS been delivered? What were their impacts?
  - c) Emphasise the links between green spaces and the health and wellbeing of patients and staff, showing how biodiversity projects link closely to healthcare and the NHS's Long Term Plan.
2. Highlight the more desirable working conditions offered to employees by the NHS in comparison to the private sector, such as:

- a) More holiday entitlement
- b) Specific flexible working offer
- c) Attractive pension scheme

# Summary findings

Table 1 below summarises the overall scores attributed by participants in this benchmarking exercise to average job offers from the NHS, the public sector and the private sector in six different sustainability/net zero role types.

Table 1: Overall job offer scores attributed to sustainability/net zero job roles in the public sector, private sector, and NHS, as perceived by employers, employees and recruiters. Green indicates highest scoring for this job role.

Role type	Public sector	Private sector	NHS
Generalist sustainability	57	59.3	59.8
Energy	48.8	54.6	45.5
Waste	52.4	51	41.2
Travel	54.5	46.5	57
Food	42	50.7	60
Data analysis	49.5	55	62
Property management	48.7	55	51.4
Biodiversity	56.5	55.5	58

This data suggests that the NHS does have a competitive recruitment market offer in many sustainability and net zero roles.

## Developing net zero skills in the NHS

Whilst skills and experience are undoubtedly important when it comes to hiring the best candidates into sustainability and net zero roles, market shortages mean that the green skills gap in the NHS and more widely cannot be filled by experienced hires alone.

To drive organisational progress towards net zero by 2040, it is important for sustainability to be implicit in every occupation in the NHS and embedded into all actions taken across the workforce. Estates and Facilities teams can contribute to this by providing their staff with net zero / sustainability training, to increase green skills and to raise awareness of the role each individual plays in meeting the NHS's targets. Such development could include training engineers in retro-fitting buildings or installing solar panels, or training chefs in low-carbon cooking, on top of providing

the workforce with general knowledge and understanding around net zero and sustainability. This can be achieved through encouraging staff to complete the net zero carbon module on ESR (30 minutes) or through the delivery of packages such as carbon literacy training.

Training opportunities like these can reduce the need for the NHS to recruit candidates with green skills and help to attract more applicants who find it difficult to enter the net zero and sustainability field without previous training. By making it easier for individuals to come from non-sustainability careers, the NHS will go a long way in filling the current and future net zero and sustainability skills gap.

## **Apprenticeships**

A way to enhance and develop skilled net zero employees is to recruit through entry-level roles using apprenticeships. Applicable schemes include the [Level 3 Junior Energy Manager Apprenticeship](#) and the [Level 4 Corporate Responsibility and Sustainability Practitioner](#). These roles offer a route into employment for those with no previous experience in sustainability and can be targeted at new entrants into the NHS workforce, or current employees with an interest in sustainability looking to develop a career in the field.

## **‘Gateway’ posts**

A solution to recruiting ‘hard to fill’ roles requiring specialist or technical knowledge includes the advertisement of ‘gateway’ or ‘pathway’ posts. This was successfully demonstrated at the Northern Care Alliance Hospitals NHS Trust, who found difficulty recruiting into the role of Sustainability Manager, unable to find a candidate with the qualifications, skills, knowledge and experience required for the post. To address this issue, the team chose to advertise for the role at a lower band, offering academic and/or practical support to upskill the individual with guaranteed progression into the next band once the necessary experience was gained. Roles advertised in this way resulted in a higher number of strong applicants, shortlisted individuals, attendees at interview and successful appointments.