Valuing and Retaining our workforce

NCA Harrogate
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Who we are, what we do

Skills for Care is the employer-led workforce development body for adult social care in England.

A charity and social enterprise largely funded by DH. We lead on workforce, leadership and learning and development. We develop practical resources and provide support for the workforce including entry level, Registered Managers and people in other leadership, management and strategic roles.

Visit www.skillsforcare.org.uk
The information for this infographic is taken from Skills for Care’s ‘The adult social care sector and workforce in Yorkshire and Humber 2016’ report and uses workforce estimates based on data from the National Minimum Data Set for Social Care (NMDS-SC).

**Adult social care jobs in Yorkshire and Humber**

155,000

There are around 1,600 organisations and 3,800 locations delivering or offering adult social care.

The workforce has increased by 7% since 2011 and is projected to increase by another 16% by 2025 (25,000 extra jobs).

**Number of jobs by sector**

- Independent sector jobs: 114,000
- Statutory local authority jobs: 15,500
- Jobs for direct payment recipients: 15,000
- NHS jobs classified as ‘adult social care’: 11,100

**Selected job roles**

- 76,000 care workers
- 15,000 jobs for direct payment recipients
- 11,000 managerial roles
- 8,500 senior care workers
- 4,300 registered nurses
- 2,100 social workers
Summary of key workforce information

The data below is based on 130,000 jobs in the statutory local authority and independent sectors as at 2015. Jobs for direct payment recipients and those working in the NHS are not included.

- Male 17%
- Female 83%

- 42,000 (34.1%) of the workforce started their role in the past 12 months
- 34,000 (28%) left their role in the past 12 months
- Vacancy rate 5.3%

Workers have an average of 5 years experience in their role and 8 years experience in the sector

The average social care worker is 42 years old

Nationality of our workers
- 92% British
- 3% EU
- 5% non-EU

For more information refer to the full report which can be downloaded at www.skillsforcare.org.uk/regionalreports.
Three challenges:

- Finding a workforce
- Keeping a workforce
- Developing a workforce
The solution?

People tell us a combination is required to deliver good and rewarding social care!

- Right workforce
- Right values
- Right skills
- Working in the right way
- In the right place
- At the right time!

With the right Leadership and Management being key!
Values and behaviours-based recruitment and retention (VBR)

- To **look beyond** someone’s experience and qualifications and get to know the real person
- To **assess values, behaviours and attitudes** not often assessed in the recruitment process
- To send a clear message about what the organisational values are and demonstrate that they are important
- To ensure the candidate’s values are aligned with the organisational values to ensure people fit with the culture
- Embed values within the fabric of the organisation and value workers
Values based recruitment and retention
Adult social care values and behaviour framework

How does this compare to our organisation's values and behaviours framework?

Do our staff know what our values and behaviours are? Are they embedded in our organisation?

Do we recruit staff who have the values and behaviours we want to see in the organisation?

What could we do to make our values and behaviours clearer to existing and potential staff?

Dignity and respect

Learning and reflection

Working together

Commitment to quality care and support
Top Tips

- Involve everyone in identifying your workplace values
- Communicate values internally and externally
- Review existing processes and consider where VBR fits in
- Embed values into adverts, job descriptions and person specifications
- Don’t make assumptions
- Create a culture of training, support, mentoring, feedback and learning
- Record, evaluate, reward and celebrate!
Skills for Care Resources to Support Recruitment and Retention

Culture for Care: Your toolkit

1. A sense of identity
2. Shared values and assumptions
3. Norms and expectations
4. Lines of communication
5. Complex sub-cultures
6. Continuous development and change

Top tips Investing in values

PEOPLE PERFORMANCE MANAGEMENT TOOLKIT

Good and outstanding care guide

I Care...Ambassadors How can we benefit?

Values based recruitment and retention guide
Why leadership and management matters…

The evidence:  

Well-led  

Good / Outstanding

Common themes for effective Managers and leaders:
- Approachable, open and visible
- Demonstrate vision and values
- Celebrate achievements of staff and people who need care and support
- Challenge and change policies
- Keep people who need care and support at the heart of the service
Leadership and management support and development

Skills for Care aim to provide a coherent package of support and development for leaders and managers which includes:

- Leadership development programmes
- Leadership and management tools and resources
- Registered Manager networks
- Registered Manager membership
- Refreshed Manager Induction Standards (MIS)
- Refreshed Level 4 and 5 qualifications
- Leadership Qualities Framework (LQF)
Support for Employers

- Fortnightly e-news bulletin of latest information, resources and events
- Access to Skills for Care Resources majority of which are freely downloadable from website
- Local events/roadshows
- Support from your Locality Manager via telephone, email and at Registered Manager Networks
- Practical Seminars (costed) helping you to explore and implement workforce solutions e.g. Developing your workforce to meet CQC regulations, Values-Based Interviewing, Finding The Right People etc
- One to One consultancy support (costed). Have a chat with your locality manager (details can be found on “In Your Area” section of the website) or Email businessdevelopment@skillsforcare.org.uk
Stay connected…
For further information and updates on support access the Skills for Care website at:

www.skillsforcare.org.uk

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