

Recruitment and Retention

11 January 2022

A video thumbnail featuring a woman speaking. It includes a pink hashtag icon and the text '# RecruitmentReady', a white box with the text 'Supporting recruitment', and a white box with the text 'We've lots of tools and resources to help you recruit and retain people who have the right values for your organisation and the adult social care sector.'

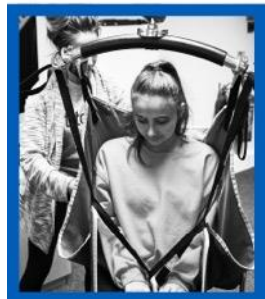
RecruitmentReady

Supporting recruitment

We've lots of tools and resources to help you recruit and retain people who have the right values for your organisation and the adult social care sector.

Introductions

- Angela Thompson – Locality Manager for York and North Yorkshire.
- Ailsa Benn – Locality Manager for Bradford and Calderdale.
- Peter Northrop – Locality Manager for Hull and East Riding and Durham.
- Jeanette Cookson – Locality Manager for Leeds and Wakefield.
- Don't forget, please do introduce yourself in the chat.



zoom

Zoom housekeeping



Exit full screen



Check your display name



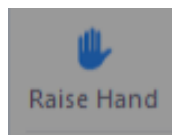
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Mute unless speaking



Open chat



Use raise hand



Objectives for the session

- Regional and National Context on Recruitment and Retention.
 - Overview of Skills for Care's Resources to Support Recruitment and Retention.
 - National and Local Sources of Recruitment Support.
 - Alternative Approaches to Recruitment.
 - Supporting The Retention of Staff.
 - Discussion of current opportunities and good practice for consideration and implementation within your respective organisation/service.
 - Final questions and close.
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Regional and National Picture

- Demand for care and support is increasing (20% increase in 65+ since 2010).
- Age UK estimate that there are 1.5m people with an unmet care need.
- ONS report estimates that approx. 143,774 residents in care homes were self funding their care versus 248,153 were being funded by the state in 2019/20.
- Nationally there are 1.67 million jobs and this is likely to increase by 29% to 2.19 m by 2035.
- COVID-19 cases are at an all-time high putting services under extreme pressure alongside additional winter pressures.
- Widespread issues as services struggle with staffing due to sickness, self isolation and recruitment shortages.



Regional and National Picture

- 1,102,000 vacancies in England, 105,000 in Adult social Care.
- Unemployment is at 4.5% nationally (NE 5.2% and YH 4.8%) – highest for five years.
- 1.3m non-UK workers have left during the pandemic.
- Extension of Vaccination as a condition of deployment to all frontline health and social care staff likely to exacerbate workforce pressures.
- 21/22 Winter plan announced £388.3m IPC fund to March 2022.
- Workforce Recruitment and Retention Fund of £162.5m to March 22.
- National Recruitment Campaign “Made with Care” launched from now until March 2022 launched November to support recruitment shortages faced by employers.

North East

- 88,00 jobs.
- 4,500 vacancies.
- Turnover is 27.7%.
- 6.8% roles vacant.
- 71% leavers remained in sector.
- Average age 44.
- Workforce expected to increase by 28% by 2035 = 19,500.

Yorkshire & The Humber

- 159,000 jobs.
- 6,800 vacancies.
- Turnover 33.8%.
- 7.6 roles vacant.
- 69% leavers remained in the sector.
- Average age 44.
- Workforce expected to increase by 28% by 2035 = 45,000.



The challenges we face

It's never been more important to find and keep workers with the right skills and values.

- There are around 105,000 vacancies at any one time.
- Approximately 410,000 care workers leave their job every year.
- We need to find 490,000 more workers by 2035.

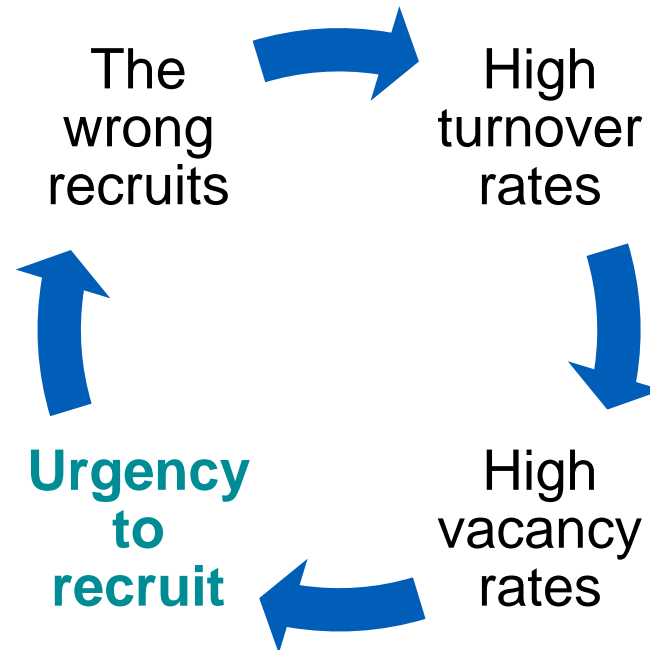
www.skillsforcare.org.uk/ASCWDS

The current challenge

To attract, develop and retain a **quality** workforce.

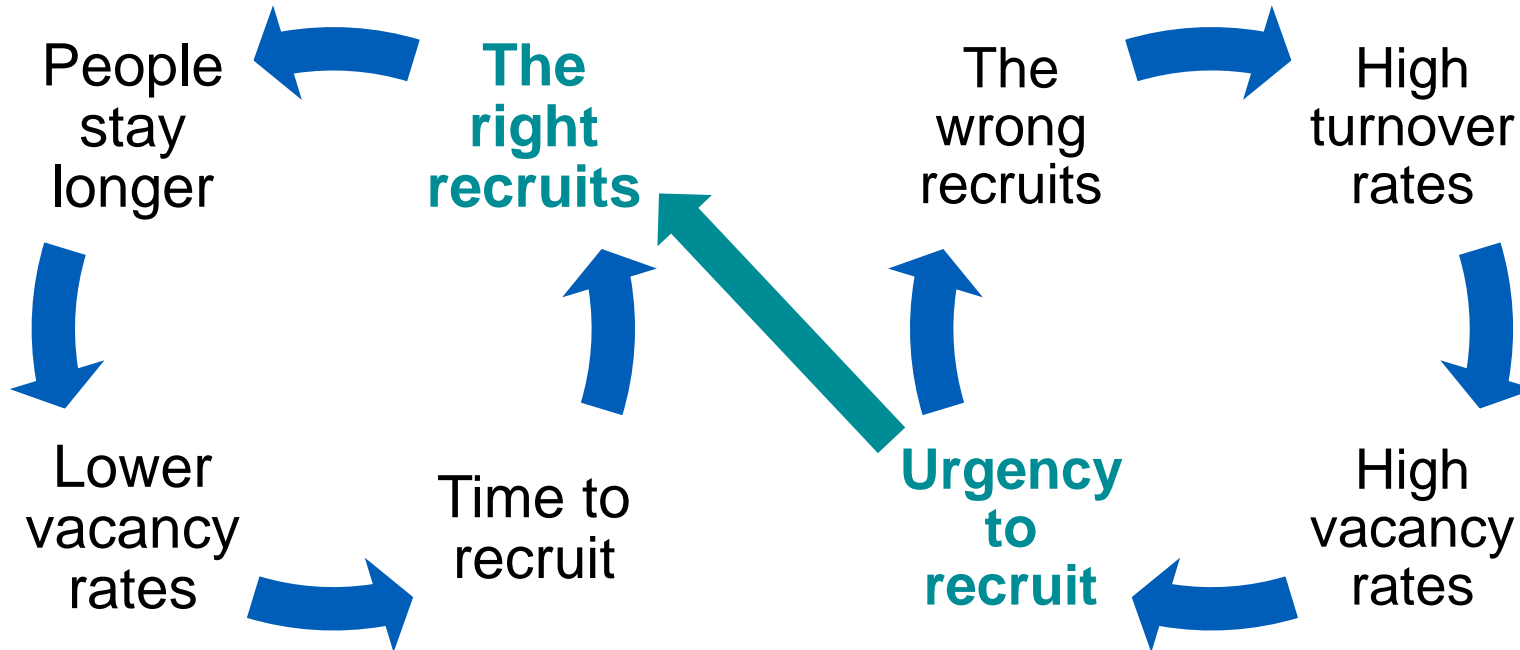
CQC key lines of enquiry

- Safe.
- Effective.
- Caring.
- Responsive.
- Well-led.



The current challenge

To attract, develop and retain a **quality** workforce.



Current labour market

- The UK has fewer available workers and the worst labour shortage since 1997.
- An estimated 1.3 million non-UK workers have left during the pandemic and fewer EU workers are arriving into the UK.
- Unemployment is at 5.1%, the highest for five years.
 - Young people (aged 16 to 24 years) have been particularly affected.
- The total volume of online job adverts was at 128% of its previous year level.
- Over 11.6 million jobs have been furloughed since the start of the scheme.

Source: Reed Screening



Current labour market

Situation	Impact
Less migration	Fewer candidates
More business disruption	References a challenge
More home working	Less desire to travel
More churn	More hiring and screening, more complex career histories
Furlough scheme	How do we check?
Competition from outside the sector	Amazon paying more than pre-pandemic, £1000 joining bonus
Career 'pivoting'	Reassessing career options, changing sectors



Career pivoting

- 1 in every 16 people who are currently employed have changed their job and industry as a result of the pandemic.
- Over half of career movers (52.5%) also changed sector.
- Flexibility a key recruitment draw as employees reassess careers.
- Those aged 35-64 years accounted for the greatest proportions of occupation switchers.
- COVID career changers: 'Do something you love'. (Opportunity).



Source: Reed Screening

What's the good news?

- People who come into the sector generally want to stay **if they feel supported and valued**
- Young people surveyed by Skills for Care before the summer 2021 stated they had an increased interest in working in adult social care due to the **raised awareness they had of the sector due to the pandemic.**
- Survey conducted by Cohesion of more than 3000 exit and retention interviews found that **supporting employees with better inductions, buddying schemes, working conditions, career development and management training** could all help to contribute to retention of staff.



Recruitment and retention website

We have lots of tools and resources to help you recruit and retain people who have the right values for your organisation and the adult social care sector.

Visit our website sections for help with:



Planning your
recruitment



Recruiting the right
people



Retaining your
staff

www.skillsforcare.org.uk/randr



Values-based recruitment and retention

Using a values-based approach to recruitment and retention helps you attract, select, recruit and retain people with the right values.

Employers have told us that recruiting for values contributes to:

lower recruitment costs		lower staff turnover	
positive return on investment		better staff performance	

www.skillsforcare.org.uk/values





What is values-based recruitment and retention?

Our values define us. They influence who we are, what we believe is important in life, the way we live and how we treat people.

In the workplace they are the guiding principles linked to behaviours that help people deliver exceptional care and support.

www.skillsforcare.org.uk/values

Why should you use this approach?

Watch our [video animation](#) on our website.



Values-based approaches to recruitment and retention: online workshops

The workshops follow a five-stage model and will provide valuable knowledge and practical tips to address values at each step of your recruitment and retention activity.

They're designed to be attended sequentially as each session builds upon the learning from the previous stage.

Workshops takes place via Zoom and are 90 minutes long.

[Find out more and book your place](#)



National recruitment campaign 'Made with Care'

The DHSC are launching the latest phase of the national adult social care recruitment campaign running till March 2022

The campaign will demonstrate the amazing work care workers do, celebrating the way they empower the people they care for and shining a light on the emotional reward of the role.

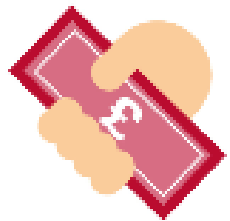
- Advertising will run across radio, video, on demand and digital channels with TV advertising in November and January.
- They will direct people to [Adult Social Care](#) to find vacancies near them.
- To make the most of the campaign upload your jobs to the DWP '[Find a Job](#)' platform.
- Expert advice, templates and new toolkit of recruitment assets can be found in the [campaign resource centre](#).



Local Recruitment Support



Area	Name	Description	Lead Organisation	Other Partners	Website	Contact Details
York/North Yorks	Make Care Matter	Recruitment website; screening and Interview	North Yorks County Council	No	www.makecarematter.co.uk	
Doncaster	Doncaster Care Academy	Vacancy Advertising; Sector Based Academy	Doncaster MBC	Yes	No	Gosia.Marshall@doncaster.gov.uk Gill.scrimshaw@doncaster.gov.uk
Rotherham	Rotherham Care Academy	Vacancy Advertising and Sector Based Academy	Rotherham MBC	Yes	No	Claire.Tester@rotherham.gov.uk
Sheffield	Sheffield Staff Bank	Employing people directly to work in voluntary private and independent sector	Sheffield City Council	Yes	No	Gareth.unwin@sheffield.gov.uk
Barnsley	Barnsley Health and Social Care Academy	Care Academy to support recruitment to sector	Barnsley MBC	Yes	No	georgeangus@barnsley.gov.uk
Leeds	Leeds We Care Academy	Recruitment to entire social care sector using values based approach and care academy model including candidate matching service	Leeds City Council	Yes	No	June.rollins@leeds.gov.uk
Bradford	Skills House	Connecting out of work residents to adult social care jobs and training	Bradford and Craven	Yes	Skillshousebradford.gov.uk	



Funded recruitment and development initiatives

There are funded initiatives available to support you to recruit and develop new workers, including:

- Traineeships.
- Sector-based work academy programme.
- Kickstart.
- Apprenticeships.



Visit our dedicated webpage to find out which one is right for you. You'll see information on who they're for, the commitment required and the funding and incentives available.

www.skillsforcare.org.uk/fundedrecruitment



Seeing Potential

See the person, value the difference

People from all backgrounds can have the right values to work in social care and bring a wealth of perspectives, ideas and 'lived experience' to your workforce.



www.skillsforcare.org.uk/seeingpotential

#RetainToGain

Investing in staff retention is vital to the success of any organisation. It helps with the continuity of high-quality care, staff wellbeing, time and cost savings, and positive CQC ratings.

We can provide support to help you retain your workforce and ensure you have the right people with the right values working with you.

We shared information on resources and ideas through blogs, articles and social media posts to help you **#RetainToGain**

[Find out more](#)



NHS mental health and wellbeing hubs

These mental health and wellbeing hubs have been set up in response to the pandemic to provide health and social care workers with free, confidential counselling and talking therapies.



What support is available through the hubs?

- COVID related concerns: e.g. long COVID, anxiety and stress.
- Personal matters: relationships, finances, caring and family.
- Emotional and mental health: burnout, trauma and grief.



Visit [health and wellbeing hubs](#) to find the hub in your area.





Building resilience – new bite size guides

Resilience is the ability to cope under pressure and recover from difficulties.



Skills for Care has developed two bite size guides to provide you with some quick support on how to build your own resilience.



- Coping in the moment
- What is resilience and why does it matter?

[Find out more](#)





Workforce wellbeing resource finder



Skills for Care has launched an easy tool to help our social care workforce find trusted resources to support their own or others wellbeing.

What types of resources are available through the finder?

- self-help and support for others
- needing someone to talk with confidentially
- support with mental health.

www.skillsforcare.org.uk/wellbeing

NEW: bite size wellbeing guide for managers

Take a look at our **[new bite size wellbeing guide](#)**, based on the New Economics Foundation Five Ways to Wellbeing.



Learn from others

To expand our wellbeing support, we have launched our 'learn from others' area of the website where you'll find good practice stories, and practical tips and ideas from a diverse range of social care providers.

The page will be regularly updated with new stories, but right now you can find:

- Using mindfulness to support mental wellbeing.
- Words of wisdom to encourage you to look after your wellbeing.
- Compassionate and human approach to leadership.
- Created 'staff bubbles' to protect peer-to-peer support.

[View the learn from others stories](#)



Workforce Recruitment and Retention Fund

- Multi million pound fund to boost adult social care workforce (£162.5m).
- Passported via Local Authorities.
- Designed to support recruitment and retention activities e.g. bonus, pay increase, overtime, staff banks.
- Ends March 2022.



Ways to increase workforce capacity

- **More hours from existing workforce** (overtime, staff banks, financial incentives to pick up certain shifts or childcare cover).
- **Improving Productivity** (use of technology, provider collaboration, reduce paperwork).
- **Bring new people into the sector** (targeted recruitment e.g. overseas, under-represented groups, improve awareness in your community, sell the role better).
- **Increase Resilience** (loyalty bonuses, thank you payments, pay increases, wellbeing support, perks and benefits).



Breakout Room Activity

In your groups discuss each of the four ways you could increase your workforce capacity?

- What do you think in your experience would work within your organisation/service?
- What are the pros and cons of each of the four?
- Have you or do you intend to explore any of these after today's session?
- Will you or have you used the Workforce Capacity Fund or the Workforce Recruitment and Retention Fund to implement any of this?
- Identify a minimum of one action that you will undertake within your organisation/service to improve recruitment and retention.



Summary

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- National and Local Sources of Recruitment Support.
- Alternative Approaches to Recruitment.
- Supporting The Retention of Staff.
- Discussion of current opportunities and good practice for consideration and implementation within your respective organisation/service.



Locality Managers – Yorkshire and the Humber and the North East



Durham, North Lincs, NE Lincs the Humber

Peter Northrop

peter.northrop@skillsforcare.org.uk

T: 07817760387

Tees Valley

Vacant Post



South Tyneside, North Tyneside, Newcastle, Sunderland, Gateshead and Northumberland

Wendy Adams

wendy.adams@skillsforcare.org.uk

T:07823444136

Locality Managers – Yorkshire and the Humber and the North East



Bradford and Calderdale

Ailsa Benn

Ailsa.benn@skillsforcare.org.uk

T: 07719 005325



South Yorkshire

Zoe Thomas

zoe.thomas@skillsforcare.org.uk

T: 07792 425219



City of York and North Yorkshire

Angela Thompson

angela.thompson@skillsforcare.org.uk

T: 07813 031257



Kirklees, Leeds and Wakefield

Jeanette Cookson

jeanette.cookson@skillsforcare.org.uk

T: 07969 762864

Meet the team:

Head of Area Vacant post

Bradford and Calderdale Ailsa Benn

ailsa.benn@skillsforcare.org.uk T: 07719 005325

City of York and North Yorkshire Angela Thompson

angela.thompson@skillsforcare.org.uk T: 07813 031257

Kirklees, Leeds and Wakefield Jeanette Cookson

jeanette.cookson@skillsforcare.org.uk T: 07969 762864

Durham, North Lincs, NE Lincs the Humber Peter Northrop

peter.northrop@skillsforcare.org.uk T: 07817 760387

South Tyneside, North Tyneside, Newcastle, Sunderland,

Gateshead and Northumberland Wendy Adams

wendy.adams@skillsforcare.org.uk T: 07823 444136

Barnsley, Doncaster, Rotherham and Sheffield Zoe Thomas

zoe.thomas@skillsforcare.org.uk T: 07792 425219

