

Financing and investment



Overview of actions

Strategic investment and contingency planning underpinned Sheffcare's recruitment transformation.

Planning the investment and contingencies

- **Strategic investment** – Expanded HR capacity, developed structured induction materials, formalised the buddy system, and leveraged Apprenticeship Levy and LDSS funding for specialist training.
- **Digital and learning infrastructure** – Funding supported the creation of Sheffcare's training portal, offering accessible, role-specific learning pathways and enabling staff to pursue diplomas with structured HR and managerial support.
- **Retention-focused funding** – Resources targeted induction, career development and continuous learning to strengthen workforce stability, improve care quality and create a culture of professional growth.

“Because we're a charity, we always have to run things through the board if we want financial increases for anything in terms of the budget.”

Merewyn Scafe, Director of HR, Sheffcare

Unlocking value and efficiency savings

- **Efficiency gains** – Centralising recruitment reduced duplication, streamlined communication and freed managers from administrative tasks, allowing them to focus on care delivery and improving time-to-hire.
- **Retention impact** – Structured induction and buddy system improved early retention, reducing recruitment churn, lowering disruption and cutting costs linked to probationary turnover.
- **Financial benefits** – Operational savings helped offset rising advertising costs, and fewer early leavers reduced rehire expenses, consistent with CIPD benchmarks of around £6,000 per rehire.





Key decisions

- Reallocated budget to strengthen HR capacity and improve the quality of onboarding, ensuring the central team had the resources needed to manage recruitment effectively.
- Leveraged available funding to support comprehensive development opportunities for staff and managers, enabling progression, stronger skills and a more confident workforce across all homes.

Key learning

Strategic financial planning proved essential for sustaining recruitment reforms and improving workforce stability.

- **Investment drives retention** – Allocating resources to structured onboarding and HR capacity delivered measurable reductions in turnover and improved staff confidence.
- **Efficiency through centralisation** – Streamlined processes reduced duplication and freed managers to focus on care, creating cost savings that supported continuous improvement.
- **Future-focused planning** – Linking investment decisions to long-term workforce goals ensured adaptability and resilience rather than short-term fixes.

