

# Recommendations for commissioners

## Workforce



These recommendations reflect some of the actions that commissioners can take if wishing to adopt a neighbourhood prime provider model' or similar approach. They're informed by the workforce building block section of the toolkit.

Workforce	Yes	No	N/A
<p>Commission neighbourhood-based models to improve efficiency, continuity and community integration.</p> <ul style="list-style-type: none"><li>■ Reduce travel time and fuel costs by commissioning services in compact geographic patches.</li><li>■ Embed providers locally to strengthen relationships with health teams and community groups.</li><li>■ Use localised models to improve retention and cultural familiarity.</li></ul>			
Action			

Workforce	Yes	No	N/A
<p>Look for care providers using values-based recruitment and retention strategies that support long-term workforce stability.</p> <ul style="list-style-type: none"> <li>■ Ask providers to demonstrate how they recruit based on empathy, reliability and motivation to care, rather than just experience or qualifications.</li> <li>■ Review how providers use community partnerships to widen access and reflect local demographics.</li> <li>■ Seek evidence of internal progression, staff satisfaction and retention metrics (e.g. average length of service, returners, internal promotions).</li> </ul>			

**Action**

Workforce	Yes	No	N/A
<p>Require structured onboarding programmes to ensure workforce readiness and retention.</p> <ul style="list-style-type: none"> <li>■ Include classroom learning, shadowing and mentorship in induction.</li> <li>■ Ensure mentors and new recruits jointly agree readiness before independent working.</li> <li>■ Use structured onboarding to build confidence and competence.</li> </ul>			

**Action**

Workforce	Yes	No	N/A
<p>Support career development as a strategic and operational priority.</p> <ul style="list-style-type: none"> <li>■ Commission providers who offer access to qualifications, CPD, and internal progression.</li> <li>■ Recognise career pathways as essential to workforce stability and long-term sustainability.</li> </ul>			

## Action

Workforce	Yes	No	N/A
<p>Require care providers to collect and share onboarding, retention and satisfaction data to monitor workforce stability.</p> <ul style="list-style-type: none"> <li>■ Request regular reporting on metrics such as average length of service, staff turnover, onboarding completion and satisfaction scores.</li> <li>■ Encourage use of staff surveys, wellbeing check-ins and exit interviews to understand workforce experience and inform improvements.</li> <li>■ Use this data to co-develop workforce strategies and identify areas for joint investment or support.</li> </ul>			
Action			

Workforce	Yes	No	N/A
<p>Ensure fair pay, including travel compensation and contracted hours, to improve satisfaction and retention.</p> <ul style="list-style-type: none"> <li>■ Commission providers who pay for full shifts, including travel time, training and gaps between visits - not just contact time.</li> <li>■ Ask for transparency around pay models and how they align with ethical employment practices and workforce wellbeing.</li> <li>■ Support funding models that enable providers to offer stable rotas, paid training and financial recognition (e.g. bonuses, longservice awards).</li> </ul>			

Action