

By the
sector,
for the
sector

Adult social care workforce

Recruitment and retention strategy

Prepared by Skills for Care on Behalf of the
Department of Health's Recruitment and Retention Group



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Consultation on the draft strategy

Employers agree that getting the right people with the right skills, values and behaviours is fundamental to delivering high quality services. They also agree that once these individuals have been recruited it is essential to retain these workers and invest in their potential.

Effective recruitment and retention is high on every employer's agenda. In June 2011 the Department of Health's Recruitment and Retention Group worked with employers across the sector to develop the first ever recruitment and retention strategy for adult social care.

This strategy is now being refreshed and we're asking employers and key stakeholders to get involved by providing their comments on the proposed draft strategy.

We want to hear your thoughts and opinions through an online consultation. To take part visit: www.skillsforcare.org.uk/consultation. We're particularly interested in finding out if the strategy is clear and that it makes sense to readers and if the priorities outlined are appropriate.

The closing date for having your say is Friday 21 March 2014. All responses are entirely confidential and will only be used for the purposes of this single project.

Skills for Care research team

on behalf of the Department of Health's Recruitment and Retention Group:

- Association of Directors of Adult Social Services (ADASS)
- Care England
- Care Providers Alliance
- Department of Health
- Department for Work and Pensions (DWP)
- Jobcentre Plus
- National Skills Academy for Social Care
- Registered Nursing Homes Association (RNHA)
- Royal Association for Deaf People
- Skills for Care
- United Kingdom Homecare Association (UKHCA)

SectionOne

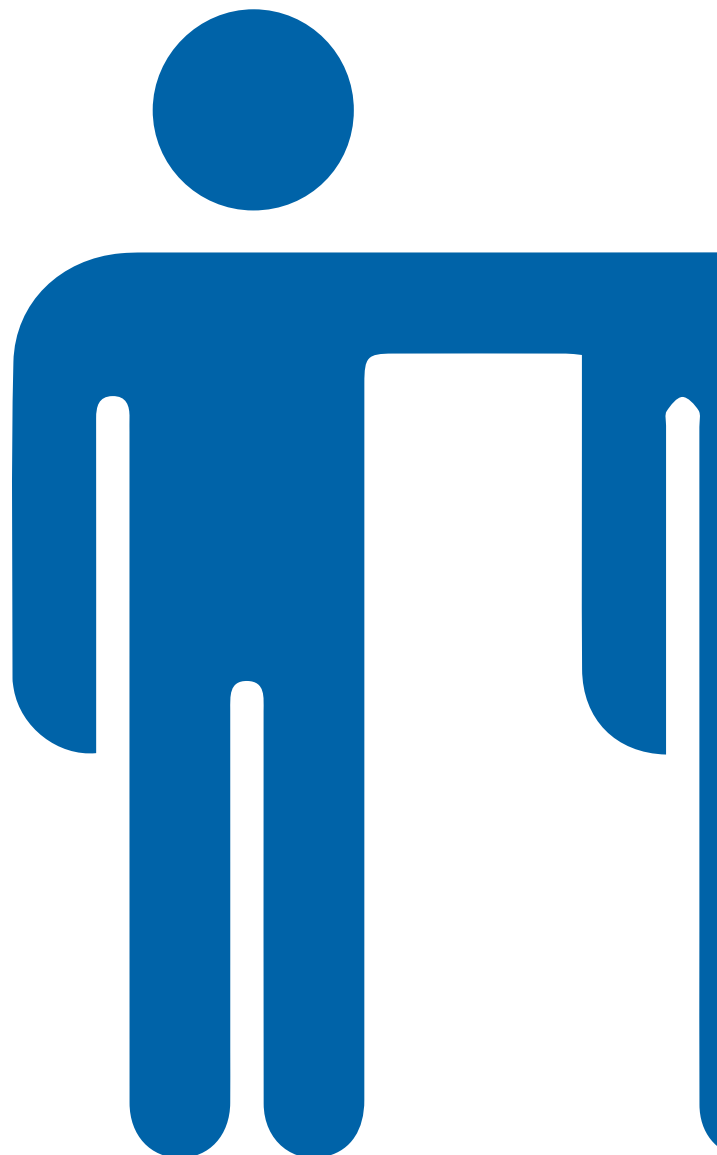
Introduction

Since the publication of the first Adult Social Care Recruitment and Retention Strategy in 2011 - which was developed by the sector, for the sector - substantial progress has been made in tackling the six key priority areas that were established:

- **promoting the social care sector**
- **attracting a diverse workforce**
- **managing new interests and new recruits**
- **retention**
- **research and intelligence**
- **standards, learning and qualifications.**

In short, the first strategy was about doing more to work together to identify key barriers and provide smart solutions to finding and keeping the very best kinds of people to work within the sector, to deliver high quality care and support services to those that needed them.

It is clear that, although significant progress has been made (see sector 2), the sector still feels that there is much work to be done and we are now consulting on the 2011 key priority areas to see whether or not some of these should remain firmly within the scope of this reviewed strategy. With the first strategy running to 2013, it is timely that this refresh is taking place now – much has happened but further progress to develop effective recruitment and retention practices for all remain a high priority for the sector.



What have we learnt?

The recruitment and retention strategy and implementation plan was evaluated for its impact by a team of independent consultants - a copy of their report can be found at

www.skillsforcare.org.uk/research

The evaluation showed that:

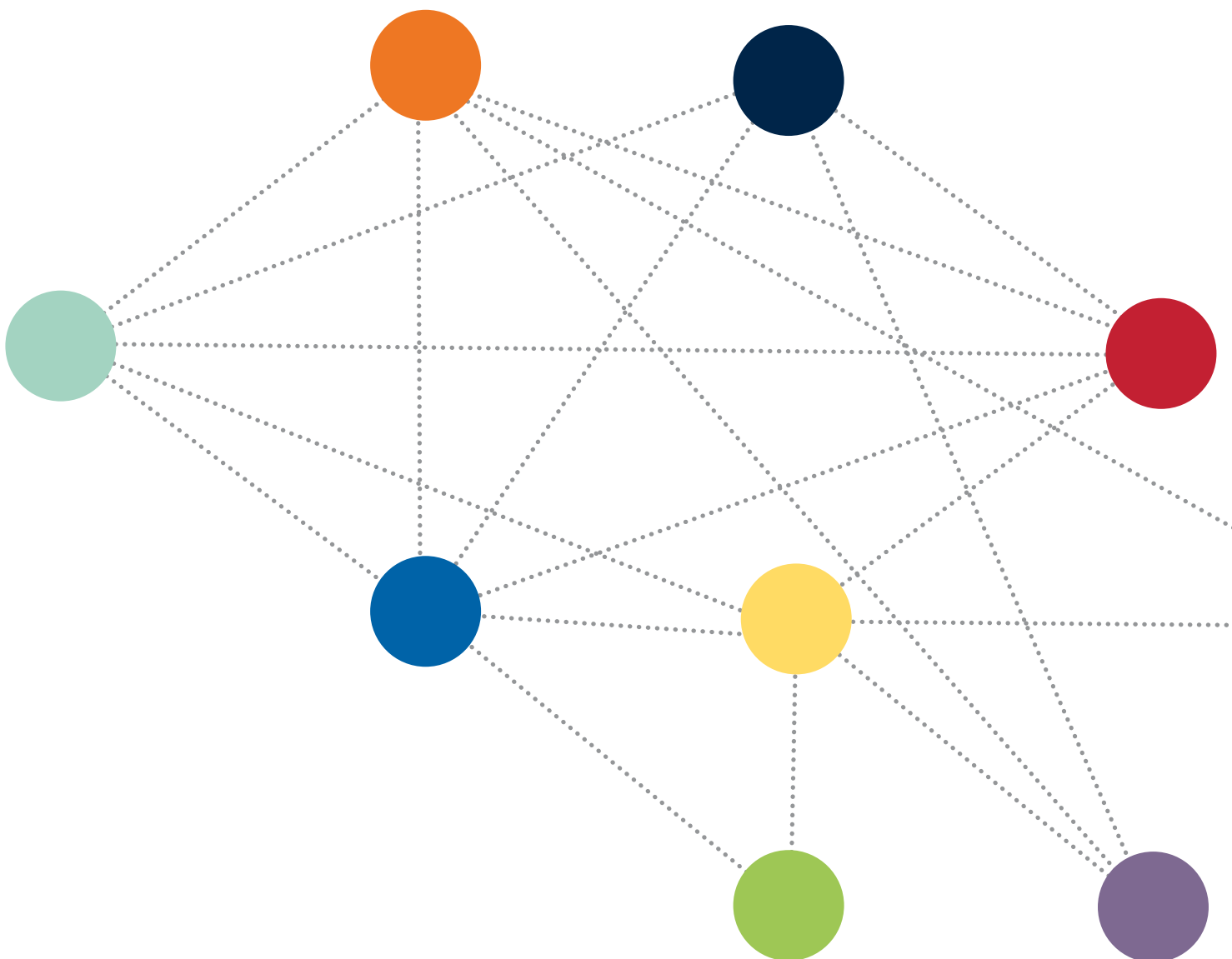
- The main impact was strategic.
- For the first time, ideas about how to address recruitment and retention issues were brought into a single document backed up by a group with membership from key organisations, which was a key achievement in itself.
- The activities of the group were influential with regards to developing workforce proposals for the white paper, Caring for our future: reforming care and support.
- The broad membership of the Department of Health's recruitment and Retention Group and the flexibility with which it has worked allowed it to address a wider range of issues, and provide support to different projects, than was originally included in the implementation plan.
- Examples of new activity initiated or augmented by the group include a pilot in the North-East which is looking at new ways of linking Jobcentre Plus clients with jobs available in the sector, and activity to address some of the practical barriers to offering work experience placements.
- A range of new themes to include in a refreshed implementation plan were identified by stakeholders. The themes were:
 - a focus on practical tools to support employers when recruiting staff
 - assessing the skills, values and behaviours of candidates
 - prioritising emerging and important areas of the workforce such as domiciliary care, the reablement workforce, personal assistants and individual employers.As you will see, these themes are covered within the priorities and major programmes proposed for this refreshed strategy.
- There was a need for further research into the issues underpinning recruitment and retention in the sector.
- Employers have a range of support needs in this area, such as how to test candidates for basic skills (such as English language skills), how and where to advertise posts and testing individuals for their values and behaviours.
- There is a case for commissioning work to understand the nature of the challenge in greater depth, as there are still several gaps in the evidence base.
- There were also suggestions about how the plan should be delivered in future. Stakeholders thought that monitoring and evaluation of the impact of activities should be embedded in the refreshed plan and linked to particular activities.



This evaluation recommended that any subsequent refresh should:

- be framed around the practical recruitment and retention challenges faced by employers and offer practical tools, written in a suitable style for busy employers
- assign key activities from the strategy to members of the Department of Health's group who will collectively manage this work and provide regular updates
- ensure any refreshed strategy is accompanied by a robust evaluation framework to enable us to assess impact and make new decisions as we progress
- include a review of the Department of Health's recruitment and retention group to ensure relevant membership and new terms of reference
- develop a business case for a larger study into the nature of recruitment and retention problems within the sector
- continue to work with employment and careers intermediaries based around the findings from the work piloted in the North East as these are likely to have a positive impact.

These recommendations will be addressed further in section 2 - what has the sector achieved? and section 5 – taking action and priorities for 2014 onwards.



How will policy developments inform this refreshed strategy?

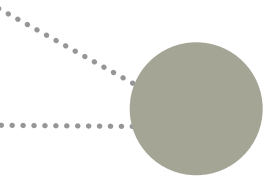
“We need to attract more people to work in care and support, to ensure there are enough skilled people to deliver high quality care in the future”

The White Paper, *Caring for our future: reforming care and support*, published in 2012, set out a bold new vision for a reformed care and support system, with a focus on high quality services and the empowerment of individuals to have control over their own budgets and care and support plans.

Within this vision, we saw the identification of the need to develop an online, centralised approach to high quality recruitment and retention resources, guidance, information and support materials. The Department of Health commissioned a scoping exercise from Leeds University to look at this in more detail and the findings from this work will be instrumental in developing the implementation plan and supporting resources that will accompany this refreshed strategy.

The White Paper was followed by the Care Bill, which will bring together existing legislation into a modern set of laws, to ensure compassion in care and enshrine personal care plans and personal budgets, give new rights to carers and introduce a national eligibility threshold and a cap on care costs. Steps have also been taken through the Care Bill to ensure that recent failures within the health and care system can never happen again.

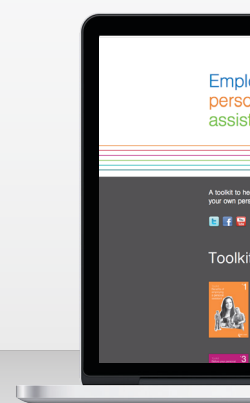
In addition, we have seen a number of independent reviews carried out. For this sector we know that there are 18 Cavendish recommendations that Skills for Care are working on, with Health Education England (HEE) and others. This will ensure that the adult social care sector is represented in the forthcoming period and that work developed from these recommendations, to include recruiting people with the right values, attitudes and aptitude for care, will be built into the ways in which we provide support to employers to implement their recruitment and retention strategies.



Section Two

What has the sector achieved?

The examples listed represent some of the major programme initiatives that have taken place over the life of the first strategy. These achievements have only been made possible where we have seen real and active employer/stakeholder co-operation at all levels.



For many of these programmes, work will continue in 2014 and beyond as there is more work needed to further develop and embed the efforts achieved to date. They are by no means a full reflection of the complete spectrum of work that has been accomplished behind the scenes since 2011 or the many sub-projects that have contributed to the overall successes of these major programmes - but they do represent a realistic snapshot of the direction of travel and in many cases signpost future work that has yet to take place.

Values Based Recruitment Toolkit

Employers know that attracting talent isn't just about trying to target those with existing skills, knowledge and experience. The online Values Based Recruitment Toolkit launched by the Minister in July 2013 received 22,777 web hits by December 2013. The toolkit (which is currently being evaluated over a 12 month period) is helping employers to recruit the right people with the right social care values who can be trusted to do the right thing and who will stay with their employer to develop their careers in social care.

I Care...Ambassadors

The *I Care...Ambassador* initiative was developed in partnership with employers and employees to use enthusiastic people working in social care to promote careers to those who had not previously considered working in the sector. Since the launch of the register in July 2013, 120 employers, 20 employer partnerships and 434 ambassadors have signed up to deliver *I Care...Ambassador* services. A series of activities took place to launch *I Care...Ambassadors* to the careers and employment support sector in February, 2014.

*I care...
Ambassadors*

Employing
personal
assistants

Employing personal assistants toolkit

For many people, employing staff to provide care and support in their own homes can be very daunting. The Employing personal assistants toolkit guides individual employers through the process, from advertising vacancies and interviewing through to agreeing contracts, on-going management and supervision and training. The toolkit, produced by Skills for Care, has been downloaded more than 2,500 times and more than 2,000 paper copies have been issued, with feedback from individual employers across England being consistently positive. This work will be developed further to include the embedding of the PA Framework.

The Social Care Commitment

Introduced in September 2013, the Social Care Commitment is the sector's promise to provide people who need care and support with high quality services. Employers and employees across the whole of the adult social care sector, sign up to the commitment, pledging to improve the quality of the workforce. It is seen by the Department of Health as a key part of the solution to raising the standard of, and the public's confidence in, adult social care. Within the first 3 months of the sign-up system going live, 458 employers and 337 employees had already made the Social Care Commitment and we expect the sign-up rate to increase as the initiative gathers momentum.

Supporting unemployed people to access careers within the sector

The Department for Work and Pensions and Jobcentre Plus have been working alongside Skills for Care, employers and other key stakeholders to develop activities to support the attraction of the right kinds of new entrants to the adult social care sector. This has included an innovative new pilot project in the North East that has trained advisors in each Jobcentre Plus office to understand the range of opportunities available within the sector, enabling them to better assess the potential of their candidates to satisfy the sector's and individual role requirements.

Sector Route-way

Skills for Care developed this pre-employment training and recruitment process to support job seekers to access employment in the adult social care sector. It is used by Jobcentre Plus as the basis for sector-based work academies for social care. The 60 hour pre-employment course provides an introduction to the nature of work available in the sector, as well as the skills required. Learners receive a level 1 qualification when they complete the course and are then supported to find the right work for them within the sector.

Common Induction Standards and Managers Induction Standards

The Common Induction Standards and Manager Induction Standards recognised the need to ensure all staff receive a thorough induction and sought to address gaps in the skills of new managers. Developed by Skills for Care, both the Common Induction Standards (now mandatory) and the Manager Induction Standards are widely recognised by the sector. Between April 2011 and March 2013, the Common Induction Standards were downloaded over 189,000 times and the Manager Induction Standards over 33,000 times.

The Link Up Pilot

Through this innovative pilot project in the South East and Midlands areas of England, individual employers and registered care providers have worked together to share knowledge, experience and good practice on a broad range of recruitment and retention related topics. An independent evaluation of Link Up, completed in early 2014, found it to have “considerable value and a strong rationale”, highlighting an array of benefits for those involved. A toolkit has been produced to support other employers wishing to implement this new way of working and it will be rolled-out nationally in 2014.

Assessed and Supported Year in Employment (ASYE)

Introduced in September 2012 as part of the output from the Social Work Reform Board, the ASYE is for newly qualified social workers (NQSW) in any employment setting. Now integrated by many employers into employment practice, it followed previous NQSW frameworks in adult’s and children’s services offering support in the form of reflective supervision, protected workload and dedicated time for professional development, and also includes an employer based holistic assessment which identifies progress throughout the year against the ASYE level within the Professional Capabilities Framework (PCF). Employers currently register NQSW’s undertaking the ASYE (in 2012/13 – 815 in adult services, 1655 in children’s services) to receive a grant through Skills for Care or the Department for Education in relation to each NQSW undertaking the ASYE. The College of Social Work, who are responsible for the PCF, issue a certificate on successful completion.

Leadership Qualities Framework

The White Paper, Caring for our future: reforming care and support, recognised the importance of leadership in a changing social care landscape. In response to this, the Leadership Qualities Framework has been introduced by the National Skills Academy for Social Care and describes, in one place, the attitudes and behaviours needed for high quality leadership at every level of the sector. Reflecting the diversity of social care, the framework shows what leadership looks like in different contexts – in terms of practice leadership, collaborative leadership, community leadership and working with a range of stakeholders.

Apprentices for the adult social care workforce

Skills for Care has a dedicated resource to promote Apprenticeships in adult social care. The Apprenticeship programme is ‘all age’ and the frameworks are designed and driven by employers. Over the last two years a further 133,401 adult social care workers began an Apprenticeship, employed in the sector and earning whilst learning. Of this total, 30% are younger recruits to our sector and in this same period we increased the retention of Apprenticeship to 76% which is 4% higher than the national average. In 2011/12 Skills for Care were directly responsible for 2,769 Apprenticeship starts and on completion of their framework, 96% of these Apprentices continued their employment within the sector. 72% were aged 16-14. In Apprenticeship Week 2013, our activities, events and promotions reached an audience of 1.87 million people.

Section Three

Our future needs

Although major advances have been made, recruitment and retention data tells us that progress is still required to prepare for the years to come.

Demand for adult social care services is projected to increase significantly as the population grows and people continue to live longer with more complex care and support needs, such as dementia.

2013
85+



2030
85+
By 2030 the number of people aged over 85 will be almost twice what it is now...



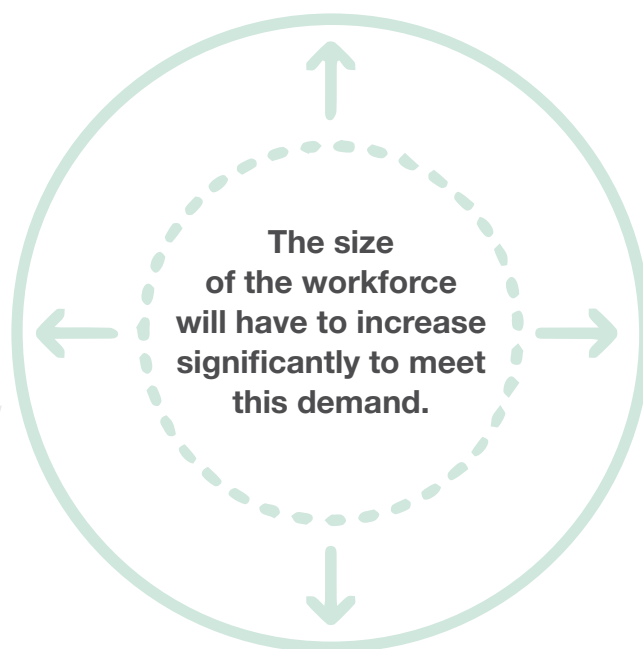
2030
100+
...and there will be 59,000 people aged over 100 – five times as many as there are today



2043
Over the next 30 years, the number of people living with dementia is projected to double..



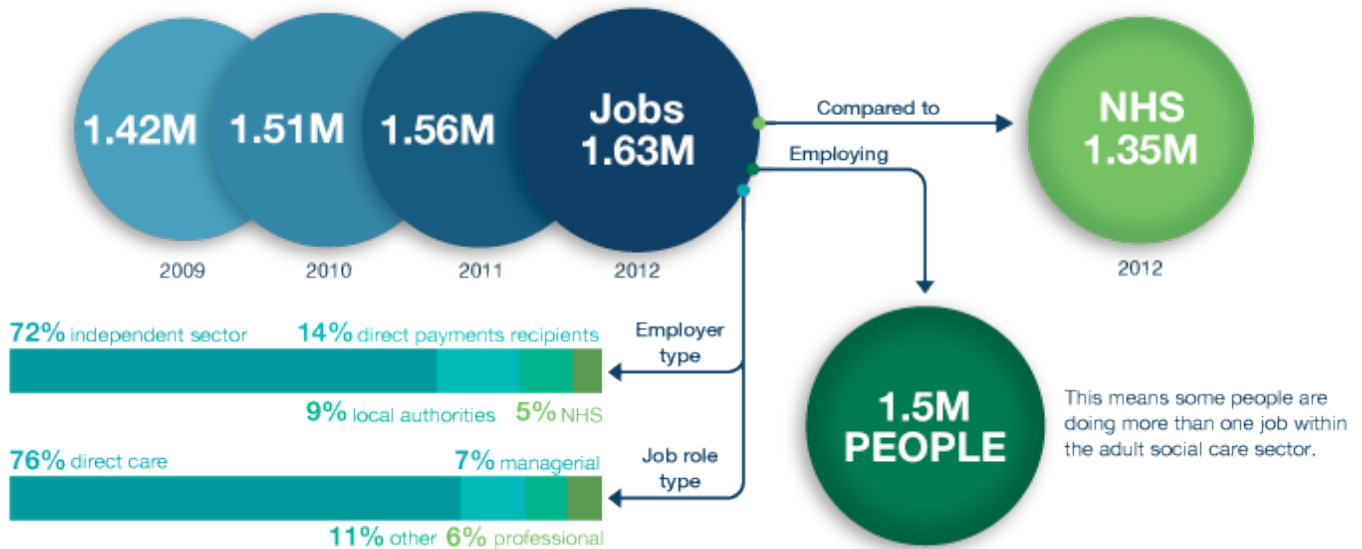
Employers agree that they will need not only a larger workforce, but perhaps more importantly, a workforce that is skilled, highly functioning and flexible to deliver high quality care with dignity and compassion.



Care providing jobs

Adult social care is growing and adapting to current needs: findings from The size and structure of the adult social care sector and workforce in England, 2013.

Number of jobs in adult social care



The sector will need to overcome out-dated perceptions and actively promote careers in the sector at all levels. The focus should not just be on entry level workers but also on managerial and supervisory as well as ancillary roles such as IT and domestic personnel. Care and support services will need to become more responsive and innovative to meeting these needs.

Turnover and vacancy rates in the sector are too high

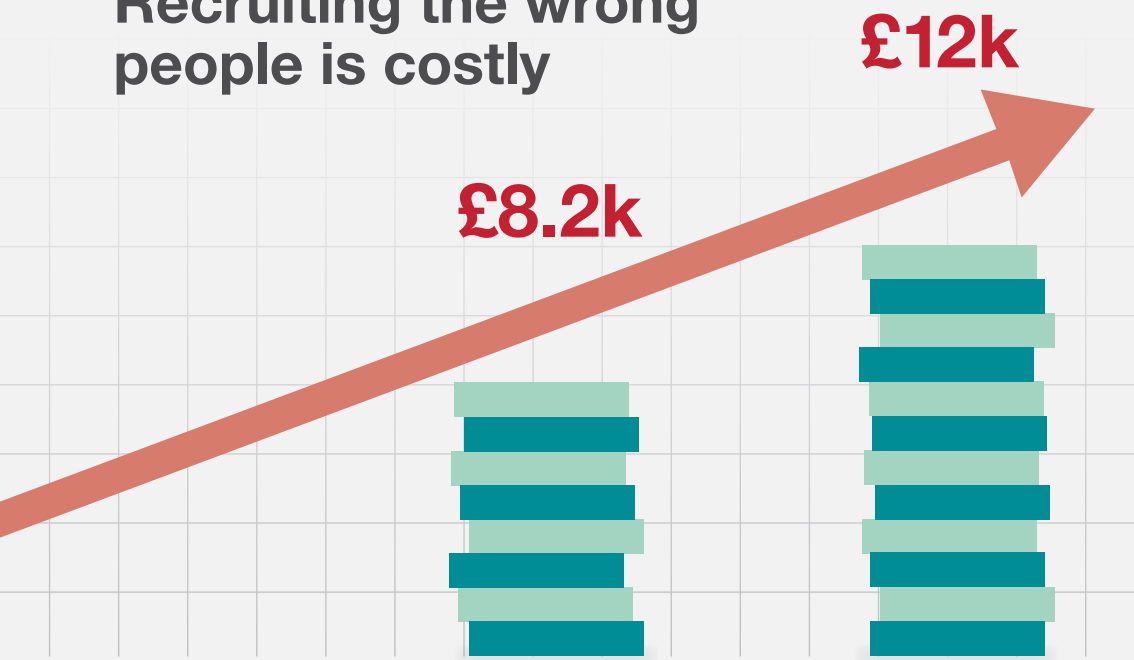
Turnover rate is around 20% for adult social care; compared to 15% nationally across all sectors. Vacancy rate is 3-4% for adult social care; compared to 2% nationally across all sectors.

Vacancy and turnover rates have remained pretty static over the last few years. It is estimated that roughly half of the turnover figures are attributed to people moving within the sector as opposed to leaving it all together.

Employers generally agree however that these rates remain too high, although they recognise that there are many excellent initiatives they can all share and learn from and this will be a continuing priority within this refreshed strategy.

However some employers state that, in reality, they have sometimes had to make the difficult decision to recruit people on the basis of urgent need rather than quality and this is not something that is acceptable for anyone.

Recruiting the wrong people is costly



The CIPD estimates the average cost of recruiting the wrong person is **£8,200**, rising to **£12,000** for senior managers or directors.

If the temptation to respond (albeit reluctantly) to unfilled vacancies or address rapid turnovers with poor quality appointments is to be avoided, we will need to demonstrate beyond any doubt the negative impacts of taking such actions.

The experience of ineffective recruitment has been reported not just in terms of lost revenue but also in terms of business reputation and more importantly the experience of the individual receiving care and support services.

It is proposed that this will be a priority area of work for the new strategy where we will undertake a range of activities to spell out the true costs of ineffective recruitment and retention activities and offer alternative good practices that employers can readily implement.

The message is clear:
effective recruitment
and retention plans are
essential if the sector is
to plan for and meet the
future demands.

Fundamentally, recruiting the right people into adult social care, and ensuring that they stay in the sector, has a positive impact on standards of care and support and therefore upon the quality of life of people who need these services.

Employers in the sector are conscious of the need to recruit high quality staff. No employer intentionally sets out to recruit people that are not suited to the job. Nor does any employer want to have high rates of staff turnover or unfilled vacancies. The reality is that great progress has been made however both of these things are still too common in our sector and have very significant consequences not least for the people who are in need of these services. The negative impact on people who need care and support services, business reputation, wasted money and time being diverted away from other important business priorities are all significant factors.

There are many examples of excellent recruitment and retention initiatives and the positive impacts this generates for people that need care and support services but for some employers, the issue has become a vicious circle. The presence of acute staff shortages can lead to the recruitment of unsuitable candidates, resulting in high turnover and staffing pressures and ultimately impacts upon the quality and continuity of care for some of society's most vulnerable adults. This cycle needs to be broken.

Our sector is also misunderstood. Despite progress made in the original strategy the sector still has to tackle out-dated perceptions that exist about working in adult social care, and this is why it remains a priority area in this refresh. The evidence shows that too few people recognise the many rewarding career and progression opportunities that are available and, as a consequence, the sector is consistently missing out on a large talent pool of people with the right values and skills to have successful careers in our sector. This includes opportunities to recruit from groups in society that are currently under-represented in the adult social care workforce including young people, males and people with disabilities. It is essential that out-dated perceptions are overcome to support the sector's growth.

Skills for Care's National Minimum Data Set for Social Care (NMDS-SC) Dashboards will provide more detailed national, regional and local data on things like turnover and vacancy, pay, demographics and qualifications. For more information visit www.skillsforcare.org.uk/nmds-scdashboards.



SectionFour

The impact for the sector - what you are saying

Effective recruitment and retention delivers positive benefits across the adult social care sector, from people who need care and support services to those employed in the sector, individual employers and large companies. It is relevant to everyone and everyone has a role to play.



“Recruiting people with the right values in the first instance and giving them a career path and progression gives us better retention and continuity of the workforce, improving the quality of care through consistency.”

Nigel Taylor, CareTech Community Services

“Getting the right personal assistants is crucial for me. I have a very full and busy business life and at the moment I am going through a recruitment drive. It’s taking time, but it isn’t about taking on just anyone, it’s about that special someone that I can work with. If they’ve got the right values and basic skills we can always work together to address any other training they may need.”

Nina Osborne, individual employer,
Nina Osborne Training and Consultancy





“What I’m doing at the moment is a good foundation and really rewarding. I’d recommend working in the sector as there’s a lot you can get out of it, plus there are so many different avenues you can go down.”

John Cook, personal assistant

“ADASS members recognise that local councils commissioning high quality, ethical care and support resources for their communities can only do so if they work hand in hand with their providers to prioritise efforts to recruit and retain high quality, motivated workers. People with the right values, skills and attitudes who want to make a real difference make this possible.”

John Nawrockyi, Association of Directors of Adult Social Services (ADASS) Workforce Development Network



“I was astounded to learn of such a wide variety of social care roles. I would highly recommend working in this sector as you can really make a big difference to people’s lives.”

Stephanie Taylor, care worker

“Good recruitment processes enable us to deliver our value based services to our customers. Poor recruitment means we cannot uphold the values of our brand or deliver our promises to our customers.”

Lyn Sbiah and Ele Morris, Bluebird Care



SectionFive

Taking action and priorities for 2014

Employers agree that they must continue to take decisive action now to impact on current and future recruitment and retention practices. It remains a high priority for the adult social care sector in England. In simple terms, there is still an urgent and enduring need to:

- target and attract a diverse range of new talent, address misconceptions about the sector and better promote the rewarding career opportunities it offers to ensure care is a career of choice
- recruit more people into the sector with the right values and skills
- raise retention levels and reduce vacancy rates.



Suggested priorities

– Have we got them right?

This refreshed strategy was developed as an initial outline by the Department of Health's Recruitment and Retention Group. We are now entering a sector wide consultation exercise. We propose that this refreshed strategy focuses on three main priorities, and we want to test these out with employers and key stakeholders to ensure they are the right ones to focus on.

1. To raise the profile of adult social care and the career progression opportunities it offers to help attract more people with the right values and skills to work in the sector.
2. To encourage and enable better recruitment practices.
3. To address the issue of above average turnover rates that exists in the sector.

These priority areas are intrinsically linked. For presentational purposes, the priorities are shown separately, but we recognise that issues are clearly connected. Success in one area is therefore expected to generate positive impacts for other priorities, creating a self-fulfilling cycle that leads to an appropriate and sustainable workforce, as well as wider benefits for the quality and continuity of care offered as a result. For example, promotion of a positive workplace culture that nurtures and develops the workforce will support workers to be motivated and productive in their role which in turn will reduce the need for recruitment drives and in turn have a positive effect for people needing care and support services.

A deliberate decision has been taken to propose that the focus remains on a limited number of priorities to focus efforts and ensure a stronger opportunity for success. In the tables that follow, the current position against each suggested priority is explained and a statement of ambition provided.

Beneath this is an outline of how we will move from where we are now to where we want to be, with the emphasis on major programmes¹ that will benefit the sector.

Whilst the major programmes are expected to remain important areas of work, new initiatives will continue to be introduced over the life of the strategy and existing ones brought to a close, and it is inevitable that some will be more successful than others. However, the suggested starting point is well defined and offers encouragement that beneficial change can be achieved.

¹ A wider range of activities are being delivered and proposed by partners across the adult social care sector but this strategy focuses on the major programmes that respond to strategic priorities and will be supported by a range of individual projects over time.

PriorityOne

To raise the profile of adult social care and the career opportunities it offers to help attract more people with the right values and skills to work in the sector.

How will we do it?

Major programmes	How will it contribute to the strategic priority?
<i>I Care...Ambassadors</i>	<p>The formal launch of the <i>I Care...Ambassador</i> initiative took place in February 2014. The continuation of this successful initiative will see the adult social care sector promoted as a positive career choice, by engaging and committed role models who have first-hand experience of working in the sector.</p> <p>We anticipate that by March 2015, 150 services will have 600 Ambassadors in place, and that these ambassadors will deliver 300 events reaching 3,000 recipients.</p> <p>We will also continue to add material to the Resource Bank for <i>I Care...Ambassadors</i>. A series of workshops to support the personal development of ambassadors is planned for delivery during 2014. Further targets have been established for subsequent years.</p>
<i>I Care... resources</i>	<p>Resources will be produced in partnership with employers and key stakeholders to support their recruitment and retention practices. These can be integrated to the proposed development of the interactive Finders Keepers online resource as appropriate.</p>
Social Care Commitment	<p>National roll-out and promotion of the Social Care Commitment will help to improve public perceptions of working in the sector and the career opportunities it offers, as employers make a formal commitment to support their staff and provide high quality care. By September 2014 it is anticipated that we will have 2,500 employers fully signed up and further targets have been set for both employers and employees in subsequent years.</p>

Where are we now?

Vacancy rates in the adult social care sector are between one and half times and twice the national average. Negative perceptions about working in the sector still exist and social care is being insufficiently promoted as a valid and rewarding career choice.

Ambition

The adult social care sector will have vacancy rates that are closer to, or below, the national average. Career pathways and opportunities offered by the adult social care sector will be better understood and conveyed in schools, other educational settings, by careers and employment advisers and across society at large.

Who's responsible?	Where can I find out more?
Cross-sector employer-led initiative coordinated by Skills for Care	Visit www.skillsforcare.org.uk/icareambassadors or email icare@skillsforcare.org.uk
Skills for Care	Visit www.skillsforcare.org.uk/recruitment
Cross-sector employer-led initiative coordinated by Skills for Care	Visit www.thesocialcarecommitment.org.uk or call 0845 300 9505

Major programmes	How will it contribute to the strategic priority?
<p>Cross-departmental working to increase the number of graduates pursuing a career in adult social care.</p>	<p>Collaborative working across key partners can help to encourage more graduates to choose a career in adult social care and can showcase the leadership and management opportunities that the sector can offer.</p>
<p>Showcasing excellence in the delivery of adult social care</p>	<p>The Skills Academy is committed to strengthening the leadership and management involved in the delivery of care and improving the status of social care as a skilled profession. Participation in the national heats of the Wordskills UK Health and Social Care Competitions not only demonstrates this but also has a positive impact on the public perception of those who work in the sector. The competitions showcase all that is positive and valued in social care and gives the people whose daily work may often go unnoticed the opportunity to shine.</p>
<p>Community skills and recruitment from active communities</p>	<p>This programme will broaden the base from which people may be recruited into the adult social care sector.</p>
<p>Apprenticeships</p>	<p>Apprenticeship programmes in adult social care are for all ages over 16 years and provide a formal structure for entry into and development within the sector.</p> <p>Traineeship programmes are specific to young people between the ages of 16-24 years and may lead to an Apprenticeship.</p> <p>The combination of the programmes help to facilitate increased retention across all age groups as well as increased recruitment opportunities for younger people.</p> <p>Execution of the five year implementation plan for Apprenticeship growth will guide activity.</p> <p>The current Apprenticeship offer accommodates the majority of adult social care staff across intermediate at level 2, advanced at level 3 and higher at level 5. A higher Apprenticeship at level 4 is being developed and the facilitation of a trailblazer underway to expand provision.</p>

Who's responsible?	Where can I find out more?
<p>Cross-organisation, including National Skills Academy for Social Care and Department for Education</p>	<p>One example is the Careship for Graduates, outlined on the National Skills Academy for Social Care website: www.nsasocialcare.co.uk/careship/graduates</p>
<p>National Skills Academy for Social Care</p>	<p>Visit www.nsasocialcare.co.uk/worldskills or call 0203 011 5270 or email contactus@nsasocialcare.co.uk</p>
<p>National Skills Academy for Social Care Skills for Care</p>	<p>Visit www.skillsforcare.org.uk</p>
<p>Skills for Care</p> <p>The National Apprenticeship Service</p> <p>Department of Innovation and Skills</p>	<p>Visit www.skillsforcare.org.uk/apprenticeships</p> <p>www.apprenticeships.org.uk</p>

PriorityTwo

To encourage and enable better recruitment practices.

How will we do it?

Major programmes	How will it contribute to the strategic priority?
<p>Development of an interactive version of the Finders Keepers resource to support recruitment and retention initiatives for the sector</p>	<p>Employers will be provided with a centralised interactive resource to support their recruitment and retention challenges and to find supporting tools and resources to help them with their recruitment and retention activities.</p>
<p>Values based recruitment and developing values linked to positive workplace cultures</p>	<p>More widespread promotion and take-up of values based recruitment within organisations that promote positive workplace cultures will help to ensure that more people are recruited into the sector with the values and skills required to deliver high quality care and with a good chance of staying in the sector to develop their careers.</p> <p>Supporting employers to develop their values within positive workplace cultures will help to support the wellbeing of employees and closer alignment between employee and cultural values.</p>
<p>Wage Incentive</p>	<p>The Wage Incentive helps employers to recruit young people aged 18-24 who have been claiming support through Jobcentre Plus for six months or more. It therefore has the potential to increase the diversity of the adult social care workforce.</p>

Where are we now?

Growing demand means that many employers are recruiting in response to an urgent need to fill vacancies. Sometimes numbers have taken priority over quality as it is difficult to appoint people with the values and attributes that are suited to the demands of the job.

Ambition

Recruiting on the basis of values will become commonplace across the sector. Employers will be more confident that they have recruited the right people for the job and that those people will stay with them to develop their careers.

Who's responsible?	Where can I find out more?
Skills for Care	Information provided via Skills for Care website www.skillsforcare.org.uk/recruitment
National Skills Academy for Social Care, Department of Health and Skills for Care	www.nsasocialcare.co.uk/values-based-recruitment-toolkit Alternatively look under the 'Jobs' and then 'values based recruitment toolkit' on the National Skills Academy Social Care website or email: values@nsasocialcare.co.uk Also: www.skillsforcare.org.uk/Finding-and-keeping-workers/Practical-toolkits/Value-based-recruitment-tool.aspx Also "A Question of Care – A Career for You?" www.aquestionofcare.org.uk
Department for Work and Pensions	www.dwp.gov.uk/youth-contract/key-initiatives/wage-incentives Alternatively search for "wage incentive" on the Department for Work and Pensions website Further information about the wide range of free support available through Jobcentre Plus can be found at: www.gov.uk/government/uploads/system/uploads/attachment_data/file/267360/jobcentre-plus-your-business-our-business.pdf or call 0845 601 2001

Major programmes	How will it contribute to the strategic priority?
<p>Implementation of the Personal Assistants (PA) Framework</p>	<p>This work will embed working with personal assistants (PA) and individual employers across priority areas including:</p> <ol style="list-style-type: none"> 1. better understanding of PA working 2. recruitment and retention 3. learning and development 4. supporting PAs and employers 5. enabling risk management.
<p>Enabling and promoting the use of ICT in recruitment</p>	<p>Cross-departmental work will be taken forward to encourage employers to adopt technology (e.g. online advertising and applications) within their recruitment processes, where it is appropriate for them to do so, and where it may result in time and/or cost savings for them. This will include the development of an online tool to support recruitment, as referenced in the Care and Support White Paper.</p>
<p>Sector Route-way</p>	<p>The Sector Route-way provides essential pre-employment training and support to potential recruits to ensure they have a full and accurate appreciation of the opportunities that are available, the skills they will need and the values they must hold, before they apply for a position. The sector-based work academies that Jobcentre Plus provide for social care are based on the Sector Route-way process.</p> <p>A new interactive version of the Sector Route-way will be released in 2014.</p>
<p>Sector based work academies</p>	<p>The sector based work academies provide opportunities for work experience and skills development in the sector for those on unemployment benefits.</p>
<p>Work Trials</p>	<p>Work Trials offer unemployed people the opportunity to experience work in the adult social care sector on a short term, voluntary basis, to help them develop a better understanding of the work and progression opportunities it offers.</p> <p>In 2014 we will launch the newly developed work experience guides to support this experience for individuals, employers and careers and employment support intermediaries.</p>

Who's responsible?	Where can I find out more?
Skills for Care	<p>Visit www.skillsforcare.org.uk and go to the Employing your own care and support section. Alternatively search for “employing personal assistants toolkit” on the Skills for Care website or email marketing@skillsforcare.org.uk or call 0113 245 1716 to request a paper copy of the toolkit</p>
Cross-departmental	
Skills for Care and partners including Jobcentre Plus, Work Programme supply chain, further education colleges and learning providers	<p>www.skillsforcare.org.uk/caresectorrouteway Alternatively look under the ‘finding and keeping workers’ section of the Skills for Care website or email info@skillsforcare.org.uk to request details</p>
Department for Work and Pensions Skills for Care	<p>A guide for employers can be found on the following site: www.gov.uk/government/publications/sector-based-work-academies-employer-guide</p>
Department for Work and Pensions Skills for Care	<p>Further information about the wide range of free support available through Jobcentre Plus can be found at: www.gov.uk/government/uploads/system/uploads/attachment_data/file/267360/jobcentre-plus-your-business-our-business.pdf or call 0845 601 2001</p>

Priority Three

To address the issue of above average turnover rates that exist in the sector

How will we do it?

Major programmes	How will it contribute to the strategic priority?
A Culture for Care: Your toolkit	<p>To be launched in March 2014, the culture toolkit will encourage employers of all sizes to recognise the value of a positive workplace culture within their organisations or teams and the benefits it can bring to businesses in terms of recruitment, retention and the improved quality of care and support provision.</p> <p>This practical toolkit will provide a range of resources, good practice case studies and messages from the sector to support employers to develop a positive workplace culture.</p>
The Care Certificate	Currently under development
The Learning and Development Plan for the Care Bill	<p>In advance of the Care Bill coming into effect in April 2015, Skills for Care, in partnership with others, will be helping to prepare the learning and development needs of the social care workforce in England.</p> <p>A programme is being developed that will identify what learning and development is needed to enable those working in adult social care to comply with the Care Bill requirements. It will look at whether changes are needed to existing adult social care principles, standards and qualifications.</p>
Employability and functional skills	A new strategy is being developed and this will be implemented from 2014 onwards. The strategy will focus on the core generic skills that enable value based working. The strategy will provide support to enable employers to develop employability and functional skills within the workplace, enhancing individuals' ability to develop within the workplace and increase retention rates.

Where are we now?

Staff turnover in adult social care is amongst the highest of any sector in England which has significant consequences in terms of time, financial cost, continuity and quality of care.

Ambition

Reductions in staff turnover will be achieved that can be attributed specifically to this strategy (recognising that a host of other factors influence turnover rates at a national level).

Who's responsible?	Where can I find out more?
Skills for Care	Visit www.skillsforcare.org.uk
Skills for Care Skills for Health Health Education England	Updates will be provided via Skills for Care's website www.skillsforcare.org.uk
Skills for Care The College of Social Work The National Skills Academy for Social Care	Visit www.skillsforcare.org.uk/carebill The career pathways etool will soon be re-launched as Think Care Careers
Skills for Care	Visit www.skillsforcare.org.uk/coreskills

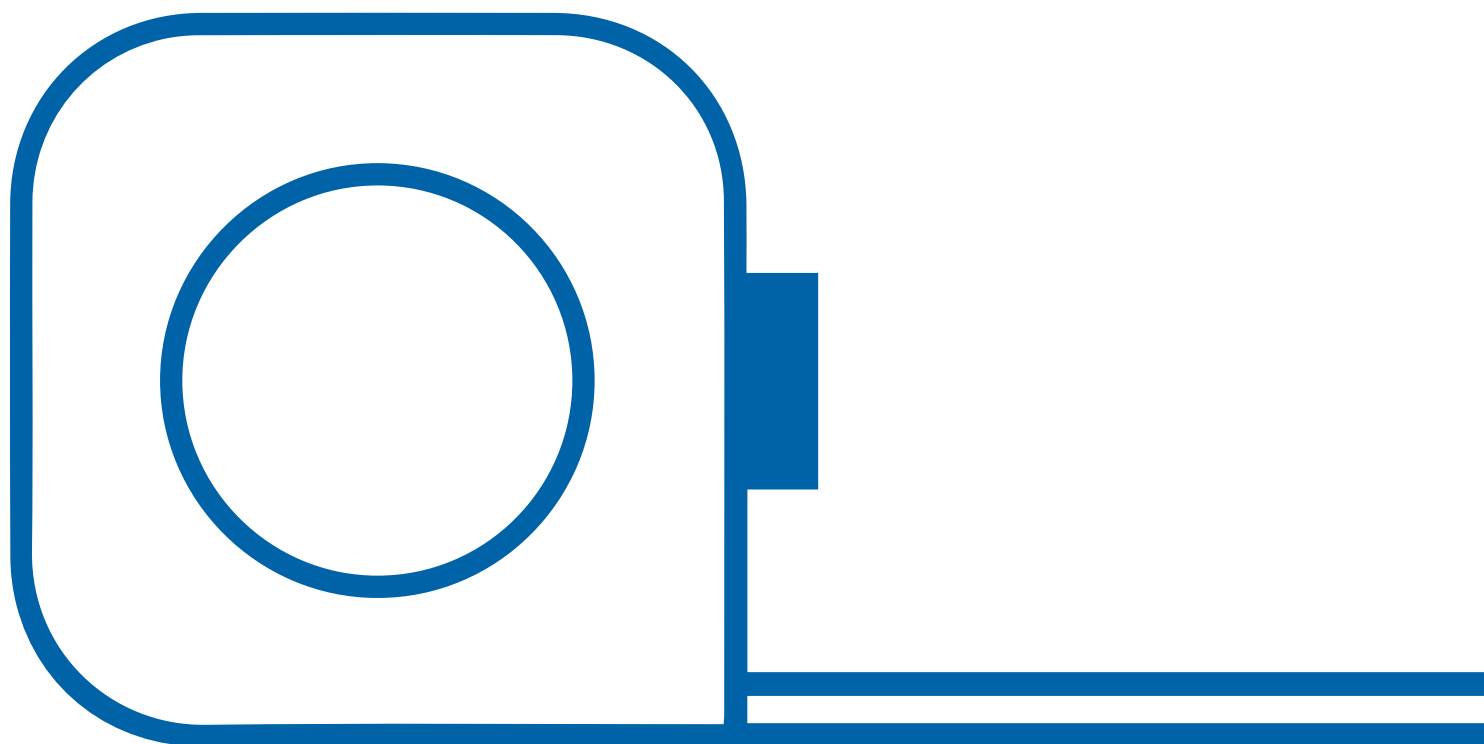
	How will it contribute to the strategic priority?
Social Care Commitment	National roll-out and promotion of the Social Care Commitment will lead to employers investing more time and resources in the development of their staff, one of the results of which should be improvements in retention. It is envisaged that by September 2014 we will have 2,500 employers fully signed up and further targets have been set for both employers and employees in subsequent years.
Leadership Qualities Framework and Leadership and Management Programmes	These programmes support staff to gain the skills they need to progress within the sector and provide managers with leadership skills that can help to improve staff retention and enhance productivity.
Career pathways etool	The career pathways etool aims to ensure that people already employed in the adult social care sector (as well as potential new entrants) have a clear understanding of the variety of roles offered by the sector and the progression pathways available to them. This should help to improve retention within the social care sector.
Workforce capacity planning	This programme will develop a model that enables social care employers to ensure that they have the right numbers, with the right skills and behaviours in the right job roles to deliver the requirements of the Care and Support Act
Workforce commissioning	Ensure that within existing workforce commissioning resources commissioners are supported to communicate effective recruitment and retention strategies
The Centre for workforce intelligence (CfWI)	The CfWI produces quality intelligence to better inform workforce planning both in the “here and now” and in 10 and 20 years’ time through the use of foresight techniques. Findings from this work will inform and influence the ways in which the sector makes robust decisions that recognise the uncertainty of the future.

	Where can I find out more?
Skills for Care	<p>Visit www.thesocialcarecommitment.org.uk Alternatively you can search “Social Care Commitment” in a search engine or phone 0845 300 9505</p>
National Skills Academy for Social Care	<p>Details of the Leadership Qualities Framework are available through the link below: www.nsasocialcare.co.uk/about-us/leadership-qualities-framework Alternatively, a hard copy can be requested by emailing: terri.myers@nsasocialcare.co.uk Details of Leadership and Management Programmes are available through the link below: www.nsasocialcare.co.uk/programmes Alternatively look under the ‘programmes’ section of the National Skills Academy Social Care website</p>
Skills for Care	<p>Visit www.skillsforcare.org.uk/careerpathways Alternatively look at the ‘care careers’ section of the Skills for Care website</p>
Skills for Care	<p>Visit www.skillsforcare.org.uk/carebill</p>
Skills for Care	<p>Visit www.skillsforcare.org.uk and search for workforce commissioning</p>
Centre for Workforce intelligence	<p>Visit www.cfwi.org.uk</p>

Measuring the strategy and staying in touch

It is deliberately the case that the three major priorities proposed within the strategy do not have specific targets attached to them in this document.

That is not to suggest that targets are not important – they are – but it also needs to be recognised that a host of other influences, in addition to the work taken forward through the strategy, will have a bearing on recruitment and retention activity in the adult social care sector over the coming years. Macro-economic conditions and national Government policy are two of the most significant, but there are more besides, and attributing national, sector level change to a single strategy could therefore prove very difficult.



Whilst the priorities suggested do not have quantified targets, it is important to demonstrate the outcomes, impact and value for money generated by the major programmes that sit beneath them. A very clear commitment is therefore being made to the following throughout the life of this strategy:

- robust and consistent research and evaluation covering all of the major programmes to ensure that the differences they are making to the sector can be accurately identified
- the gathering, analysis and sharing of high quality labour market information, including workforce projections - a key channel for this will be to further increase the take-up of the National Minimum Dataset for Social Care.

The research and evaluation reports relating to the programmes in the strategy will be made available. The Department of Health, Skills for Care and the other departments and agencies responsible for the major programmes will use the reports to inform on-going decision making about the continuation, expansion or, should the need arise, end of particular programmes. It is becoming ever more important that publicly funded interventions deliver the best possible outcomes and the maximum benefit for their investment, and as such research, evaluation and labour market intelligence from the National Minimum Data Set for Social Care have vital roles to play in the implementation of this strategy.

Implementation plan

A detailed implementation plan will be developed to accompany this refreshed strategy once it has been agreed by the sector. Within this we will explore the development of a centralised online recruitment and retention hub which is envisaged to become a crucial element to supporting the implementation.

In essence, the implementation plan will be the ‘wiring’ behind the strategy. It will be the responsibility of, and will be kept under regular review by, the Department of Health’s Recruitment and Retention Group.

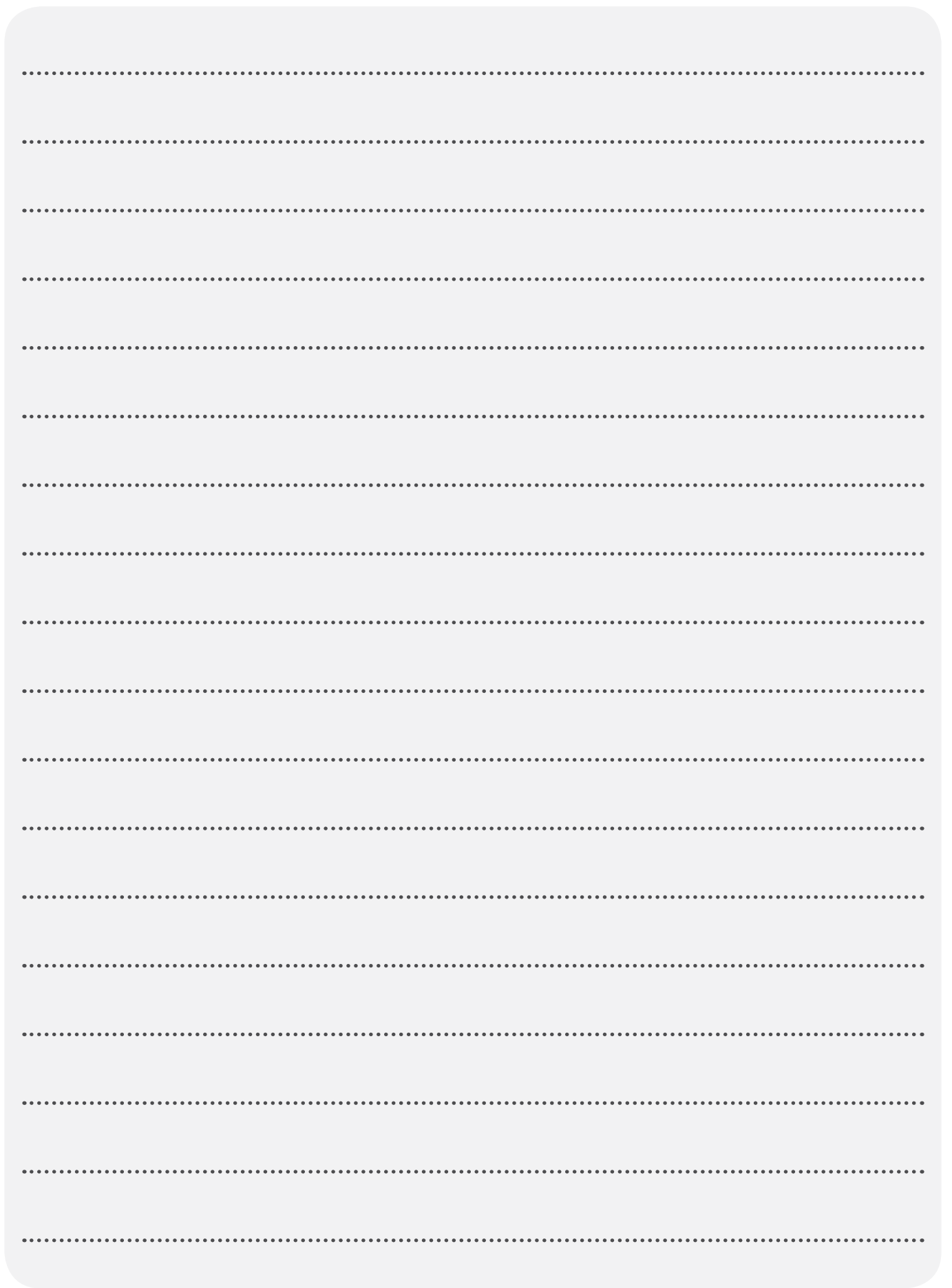
Staying in touch

This draft strategy will now undergo a sector wide consultation process and we will use the responses to further develop this into a final document. Once completed, the document will have a formal launch and will be disseminated widely. This will remain a live document that will naturally be subject to amendments in order to accommodate change. It will be reviewed on a quarterly basis by the Department of Health’s Recruitment and Retention Group and progress updates will be posted on the Skills for Care’s website at www.skillsforcare.org.uk/recruitment. Updates can also be found via the enews bulletins of Skills for Care and the Department of Health.



Notes

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