

2016 personnel statistics report

survey of National Care Forum member organisations



one of the largest workforce
surveys in the care sector

*The National Care Forum represents
not-for-profit care and support providers across the UK*



Supporting outstanding care services

National Care Forum

Personnel survey report 2016

section		page
1	introduction	1
	highlights at-a-glance	2
2	results	3
	abbreviations key: staff employed by group	3
	size of participating organisations	4
	staff employed	5
	nursing staff	7
	age profile	9
	vacancy rates	11
	sickness absence	11
	turnover rates	12
	leavers	13
	reasons for leaving	14
	qualification rates	16
	zero hour contracts	18
3	developments since our last survey	19
	national living wage	19
	the care certificate	19
	value based recruitment	19
	EU referendum	19
4	concluding remarks and thanks	20
	embracing an older workforce	20
	participating organisations	21

Cover image: [#UnitedWeCare](#) St Monica Trust

1. introduction

a respected source of care workforce information

The purpose of collecting personnel information each year is to help our [members](#).

Benchmarking information enables directors to be well-informed and it is our aim that this will assist with the HR and personnel challenges faced by care and support providers. In addition, we continue to use the findings in our discussions with government departments, regulators and sector bodies to further support our representation of not-for-profit service providers.

The National Care Forum has now reported on workforce findings for thirteen consecutive years and our reports are considered a respected source of information and quoted by key sector officials. Our 2015 report received a mention in a discussion at the House of Lords and received attention across the sector as the issues resonate widely.

We are delighted that over **70%** of eligible members participated in our 2016 survey, providing information for more than **68,000** employees. The continued high level of member engagement reflects one of the core benefits of NCF, that of sharing information and the valued opportunity to benchmark among peer organisations in the sector.

We are continually grateful for the time members put into supporting our annual surveys. Participating members are listed on page 21.

at - a - glance

total staff		68,487
front line care staff % of total staff	residential care + senior care workers	44.4%
	homecare + senior care workers	13.7%
	registered nurses	3.1%
age profile	staff aged over 45	50%
	staff aged under 25	11.6%
leavers	staff leaving within 12 months	44.7%
staff turnover	residential care for older people	23.2%
	residential care for other adults	16.8%
	homecare for older people	23.1%
	day care facilities	18.3%
	supported living facilities	15.2%
vacancy rate	average vacancy rate	6.2%
sickness	sickness absence levels	5.8%
qualifications	care staff engaged in relevant qualification level 2	71.5%
	managers engaged in relevant qualification level 4	91.4%

2. results

These results pages record the responses from **59 organisations** employing a total of **68,487** staff.

abbreviations key

Throughout the report we have grouped staff according to the services in which they work. This page provides a key for abbreviations in later sections of the report.

HO

head administration or registered office

(which may be within another facility)

RES
Op

residential/nursing services for older people

facilities where services are mainly for residents over 65 years

RES
Ad

residential/nursing services for other* adults

facilities where services are mainly for residents under 65 years

DOM
Op

domiciliary/homecare services for older people

care-at-home services mainly supporting persons over 65 years

DOM
Ad

domiciliary/homecare services for other* adults

care-at-home services mainly supporting persons under 65 years

DAY

day care services

centres and drop in facilities, inc. day services within other facilities where staff are specifically employed as day care workers

Sup
Liv

supported living services

facilities for adults* with personal care needs (e.g. learning disabilities or health condition) to live in a supported environment

*e.g. adults with a particular health condition or support need which is not necessarily age related for example: sensory impairment, adults with learning disabilities

N =

number of **participating organisations** in each section

size of participating organisations

The responses to this survey range in size from single care homes through to multi-service operations employing several thousand staff. With **70%** of the membership represented these findings may be regarded as illustrative of the NCF membership as a whole.

Table 1 shows the breakdown of respondents by size of organisation.

Table 1: organisation size

total staff in organisation	2016	2015	2014	2013
up to 300	23	19	19	11
301 – 500	5	6	8	6
501 – 1000	10	17	10	9
1001 – 2000	15	12	15	12
2001+	6	6	6	6
participating organisations	N = 59	N = 60	N = 58	N = 44

Of the responding organisations this year:

- ◆ **39%** employ **less than 300** workers
- ◆ **36%** employ **more than 1000** workers
- ◆ **25%** employ **301 - 1000** workers
- ◆ **8%** employ **more than 3000** workers



Skills for care defines the size of an organisation based on number of employees

- ◆ **Small** organisation: 10 - 49 staff
(3 in this survey)
- ◆ **Medium** organisation: 50 - 249 staff
(15 in this survey)
- ◆ **Large** organisation: more than 249 staff
(41 in this survey)

Most NCF member organisations participating in this survey are therefore considered medium and large employers.

staff employed in each care setting

58 respondents provided a breakdown of staff according to the settings in which they work. The number of staff in each setting and role, together with the percentage of total staff is shown in table 2.

We noted a high number of **other** staff recorded in head office settings last year and introduced categories to record these staff roles in our 2016 survey.

Table 2: staff employed by group

		number	% of total staff 2016	% 2015	% 2014
Head Office	senior management	471	0.9		
	finance staff	644	1.2		
	quality compliance	142	0.3	5.9	3.5
	human resources	347	0.7		
	admin/office staff	1,224	2.3		
	training	185	0.3	0.2	0.2
	other	990	1.9	1.1	0.9
	TOTAL	4,003	N = 52	N = 54	N = 47
RES Op	care worker	19,459	36.5	34.1	35.5
	senior care worker	3,064	5.8	4.0	3.6
	registered nurse	1,479	2.8	2.9	2.8
	supervisor	1,430	2.7	3.3	2.9
	registered manager	762	1.4	1.3	1.1
	admin/office staff	924	1.7	1.8	1.7
	other	6,794	12.8	12.5	11.5
	TOTAL	33,912	N = 49	N = 55	N = 51
RES Ad	care worker	1,029	1.9	1.2	2.1
	senior care worker	121	0.2	0.1	0.2
	registered nurse	81	0.2	0.1	0.1
	supervisor	45	0.1	0.1	0.3
	registered manager	43	0.1	0.1	0.4
	admin/office staff	20	0.04	0.03	0.2
	other	267	0.5	0.4	0.7
	TOTAL	1,606	N = 11	N = 10	N = 9

Table 2: staff employed by group (continued)

		number	% of total staff 2016	% 2015	% 2014
DAY	care worker	404	0.8	0.8	1.0
	senior care worker	79	0.1	0.1	0.2
	registered nurse	1	0.002	0.002	-
	supervisor	98	0.2	0.1	0.1
	registered manager	12	0.02	0.05	0.05
	admin/office staff	38	0.07	0.04	0.1
	other	248	0.5	0.1	0.2
	TOTAL	880	N = 17	N = 21	N = 20
DOM Op	care worker	6,568	12.3	10.9	16.9
	senior care worker	460	0.9	0.8	1.2
	registered nurse	25	0.05	0.1	0.02
	supervisor	350	0.7	0.5	0.9
	registered manager	114	0.2	0.2	0.6
	admin/office staff	351	0.7	0.6	0.6
	other	798	1.5	0.5	0.7
	TOTAL	8,666	N = 30	N = 34	N = 28
DOM Ad	care worker	249	0.5	0.2	0.2
	senior care worker	16	0.03	0.01	0.005
	Supervisor	22	0.04		
	registered manager	7	0.01	0.01	0.01
	admin/office staff	18	0.03	-	-
	TOTAL	312	N = 7	N = 4	N = 3
SUP LIVING	care worker	2,687	5.0	9.6	7.8
	senior care worker	110	0.2	0.5	0.4
	registered nurse	12	0.02	0.1	0.1
	supervisor	249	0.5	0.6	0.3
	registered manager	168	0.3	0.6	0.6
	admin/office staff	79	0.1	1.2	0.2
	other	583	1.1	0.4	0.3
	TOTAL	3,888	N = 26	N = 24	N = 22

Total staff recorded in these tables: **53,267**

NCF recently published a discussion and good practice paper stimulating debate on the **distinctive contribution of nurses to adult social care**.

Stimulating
debate on the
distinctive
contribution of
nurses to adult
social care

A discussion
and good
practice paper

“There is a national shortage of Registered Nurses and it is our view that too few make a positive choice to work in care homes. Innovative providers within the NCF membership have risen to this challenge and reviewed the role of the nurse within the wider staff team by developing alternative models of care that are designed to be more attractive to the modern workforce and will meet the complex needs of people in need of care and support.”

May 2016

As part of our commitment to continue to monitor the employment of nurses across our membership, our 2016 personnel statistics survey included a nursing staff section. In response **36** organisations reported to employ a total of **1,648** registered nurses providing care for **5,307** nursing beds and additional nursing support for some **2,071** homecare and supported living service users. An overview of provision is shown below.

Table 3a: nursing provision

	organisations with nursing care	nursing beds	homecare users with nursing care	total nurses employed
2016	36	5,307	2,071*	1,648
2015	39	6,353	106*	1,906

*some organisations were not able to estimate the number of domiciliary (homecare) service users receiving nursing care.

We would caution that some different organisations took part in this year’s survey and therefore direct comparison with 2015 results cannot be assumed.

In addition, 10 organisations shared details of specialist nursing roles.

Table 3b: specialist nursing roles

number of organisations offering these specialist nursing roles

admiral nurse (specialist dementia nurse)	5
mental health nurse	2
specialist epilepsy nurse	1
practice development nurse	1
other: dementia lead nurse; adult nursing; learning disabilities	3

We recorded **165 nursing vacancies** across the responses, 10% of total nursing staff in this survey.

Table 3c: recruitment and retention of nursing staff

	min	max	average
turnover of nursing staff	2.0%**	62.0%*	23.6%
nursing vacancies	1	21	6
annual salary for registered nurse	£24,000	£33,163	£28,539

Ranges reported for nursing staff turnover, current vacancies and annual salary are shown in table 3c. Turnover of nursing staff ranged from 2% to 62% across 27 organisations with a mean average of **23.6%**.

* 3 organisations reported a turnover of more than half of nursing staff
 **6 organisations reported turnover of less than 10% of nursing staff

Salaries reported for registered nurse ranged from £24,000 to £33,163 per annum with a mean average of **£28,539**. Once again we found the lowest rate of pay corresponding with the highest turnover of staff, however similar turnover rates from 2 organisations with higher salaries show that pay is unlikely to be the only factor in retention of nursing personnel.

The starting salary for a nurse in the NHS (2015-16) is £21,909, according the **Royal College of Nursing**. More information can be found on the **NHS Careers website**. Rates across NCF organisations are somewhat higher as shown in the table 3d.

Table 3d: registered nurse salary across NCF member organisations

	min.	max.	average hourly rate £	average annual salary
2016	£ 24,000	£ 33,163	14.64	£ 28,539
Nov 2015	£ 22,651*	£ 28,704*	14.03	£ 27,359

* annual salary based on full time hours calculated from hourly rates in our [PTC report](#)

We are also aware that specialist nursing roles attract higher rates of pay and salaries for **Admiral Nurse** were recorded by 8 organisations in our November 2015 **pay, terms and conditions** report ranging from £29,055 to £41,369 with an average of £36,113 per annum.

As reported nurse salaries across these NCF organisations are somewhat higher than NHS rates we may assume other factors such as career progression and conditions of employment are affecting retention of staff in social care services.

Our annual survey of **pay, terms and conditions** (Sep-Nov) seeks to address such factors in more detail. We are grateful to members for sharing nursing staff information and NCF Forum members will continue to work together to address issues for nursing care employers.

age profile of care staff and managers

A total of **56** organisations provided the number of staff within each care setting according to their age. Table 4 shows the number of staff together with the percentage of total staff for each age group.

Table 4: age profile of staff

	under 18	18 - 19	20 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65+
staff	127	797	3777	7637	7857	10655	7949	1555
	%	%	%	%	%	%	%	%
% total staff 2016	0.3	2.0	9.4	18.9	19.5	26.4	19.7	3.9
2015	0.2	1.9	9.4	18.6	19.6	27.8	18.6	3.9
2014	0.3	2.1	9.6	19.1	21.0	26.5	17.6	3.9
2013	0.3	2.2	9.6	18.8	19.6	27.5	18.1	3.9
2012	0.4	5.4	8.6	18.2	21.8	27.0	15.8	2.8

Once again we see evidence of an older workforce with over **50%** of employees aged **45+** and the largest increase shown in the group aged **55-64**.

The trend is all the more apparent in the age profile of management staff. Table 5 shows the number of managers together with the percentage of total managers for each age group.

Managers aged 45-54 is again the largest group with significant increases also shown in managers aged 55-64 and 65+ bringing the total share of managers aged **over 45** to **93.3%**.

Table 5: age profile of managers

	under 18	18 - 19	20 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65+
managers	-	-	3	28	43	606	382	40
	%	%	%	%	%	%	%	%
% managers 2016	-	-	0.3	2.5	3.9	55.0	34.7	3.6
2015	-	-	1.4	14.6	22.5	37.7	21.5	2.3
2014	-	-	0.7	14.0	21.9	39.5	21.9	2.0

Table 6: percentage of staff in upper and lower age groups

	over 45		under 25	
	staff	managers	staff	managers
% total staff	50.0	93.3	11.6	0.3
2015	50.3	61.5	11.5	1.4
2014	47.9	63.4	12.0	0.7
2013	49.5	61.3	12.2	0.9
2012	45.6	56.0	14.4	3.1

The results show half of the workforce are aged over 45 and the number of staff aged **under 25** remains low for the fifth consecutive year at just **11.6%** of the workforce.

Tables 7a and 7b show the percentage of staff and managers in each age group according to the service in which they work.

Table 7a: percentage of care staff in each care setting aged **over 45**

service	RES	DAY	DOM	SL
% staff group 2016	44.2	52.3	51.7	53.1
2015	44.0	51.5	48.4	50.3
2014	41.6	55.1	48.8	49.6

Table 7b: percentage of care staff in each care setting aged **under 25**

service	RES	DAY	DOM	SL
% staff group 2016	13.0	7.1	10.7	7.7
2015	12.8	6.8	11.9	10.1
2014	13.3	8.8	12.9	9.5

Results spanning recent years show a consistent challenge to attract and retain younger people to work in the adult social care sector.

vacancy rates

To calculate vacancy rates within an organisation this guidance accompanied the survey:

Calculate the average number of vacant staff posts as a percentage of the total staff posts within your organisation. e.g. if you had 2 vacant posts (out of a total of 50 posts) $2/50 = 4\%$ vacancy rate

The highest reported vacancy rates (over 30%) were queried and found to include recruitment figures for new positions as yet unfilled, these were amended to show only vacancies for existing staff posts.

A total of **44** organisations provided vacancy rates ranging from 0% through to 25.0%, with a mean average of **6.2%**. The results are shown below.

Table 8: vacancy rates

	2016	2015	2014	2013	2012
min. rate	0%	0	0	0	0.8
average vacancy rate	6.2%	7.6	6.0	5.5	5.9
max. rate	25.0%	45.0	24.0	22.0	16.0
	N = 44	N = 43	N = 40	N = 36	N = 28

2 organisations reported zero vacancies and a further 7 organisations recorded staff vacancies at no more than 1% of total staff posts. The results are broadly in line with previous years.

sickness absence

A sickness absence rate (as % of the total days) was provided by **49** organisations. Rates reported for the year 2015-16 ranged from 0.4% to 30% with a mean average of **5.8%**.

Table 9: organisational sickness absence levels

	2016	2015	2014	2013	2012
min. rate	0.4%	0.2	0.7	0.4	1.6
average sickness absence	5.8%	5.1	4.3	5.1	5.5
max. rate	30.0%	17.2	8.4	22.0	14.0
	N = 49	N = 49	N = 40	N = 36	N = 36

The highest rate was queried and the organisation confirmed that several members of their staff team were indeed on long term sick leave. Following a similar confirmation from a different organisation last year we will continue to support members with the challenge of successful management of key worker absences.

Members collect sickness absence data in various ways and following suggestions received this year we will review how to collect sickness absence information for future surveys.

turnover rates

Staff turnover information for permanent employees was provided by **53** organisations. The range of responses with minimum, maximum and average turnover for each service category is shown below.

Table 10: staff turnover rates

		2016 %	2015	2014	2013
HO	min (5 reported zero)	0	0	0	0
	mean average	14.4	13.4	13.1	9.9
	range max	50.0	40.0	50.0	30.0
		N = 45	N = 43	N = 41	N = 32
RES Op	range min	2.6	3.3	2.0	4.1
	mean average	23.2	21.7	18.4	17.3
	range max	46.2	40.0	50.0	43.0
		N = 43	N = 46	N = 45	N = 35
RES Ad	range min	1.9	6.5	5.8	6.5
	mean average	16.8	15.5	15.5	15.0
	range max	33.0	23.0	20.0	26.0
		N = 10	N = 10	N = 8	N = 8
DAY	min (1 reported zero)	0	0	0	0
	mean average	18.3	14.1	15.6	7.2
	range max	35.3	37.9	50.0	21.4
		N = 13	N = 18	N = 14	N = 11
DOM OP	min (4 reported zero)	0	0	0	0
	mean average	23.1	25.5	25.5	22.1
	range max	28.0	55.0	55.0	54.0
		N = 27	N = 25	N = 25	N = 25
DOM Ad	min (2 reported zero)	0	1.0	-	0
	mean average	17.5	18.4	17.4	7.3
	range max	42.0	28.6	-	14.0
		N = 7	N = 4	N = 1	N = 3
Sup Liv	min (3 reported zero)	0	0	0	0
	mean average	15.2	18.1	9.5	13.6
	range max	40.0	55.0	23.9	30.5
		N = 24	N = 22	N = 19	N = 11

Although a small number of employers reported zero staff turnover in some services, staff stability remains a challenge. The following section contains leaver information and records the reasons given for leaving a post.

leavers: analysis

A total of **54** organisations provided the number of leavers according to their length of service. The findings for a total of **10,488** leavers are shown in Table 11.

Table 11: leavers according to length of service

% of total leavers	2016	2015	2014	2013
non-starters	3.2	1.3	1.1	1.5
0-3 months	17.1	10.1	14.3	12.5
4-6 months	13.5	8.7	9.6	9.4
7-12 months	14.1	11.9	14.9	10.5
1-2 years	20.7	28.1	26.7	24.3
3-5 years	14.9	19.4	18.5	23.8
6-10 years	10.0	12.7	8.9	10.9
10+	6.4	7.7	6.1	7.1
	N = 54	N = 55	N = 49	N = 42

This year shows the non-starters group at more than double the percentages recorded in previous years. Excluding non-starters, table 12 shows the average % of leavers according to length of service across all care settings and table 13 shows leavers within each care setting.

Table 12: leavers according to length of service

% of leavers	2016	2015	2014	2013	2012
under 12 months	44.7	30.7	38.8	32.4	30.9
0-2 years	65.4	58.8	65.5	56.7	56.7
3-5 years	14.9	19.4	18.5	23.8	24.1
5 years +	16.5	20.5	14.9	18.0	19.2

Table 13: leavers according to care setting

% of leavers	RES		DOM		SUP LIV		DAY	
	2016	2015	2016	2015	2016	2015	2016	2015
under 12 months	45.4	30.8	48.5	33.1	42.7	24.8	31.3	14.1
0-2 years	66.6	60.6	68.4	58.8	73.2	52.7	59.0	38.4
3-5 years	15.4	18.4	16.1	22.3	12.8	20.6	15.4	24.2
5 years +	18.0	21.0	15.5	19.0	14.0	26.7	25.6	37.4

Domiciliary (homecare) services appears to be turning over 48.5% of recruits within the first year and all settings show significant losses within the first year compared to numbers recorded in 2015.

Only Day Care settings recorded more than a quarter of staff remaining in post for 5+ years.

These findings could paint a challenging picture for employers with a majority of personnel leaving post within the first 2 years of employment and the highest rate for leavers, in post for less than 12 months, that we have ever recorded at 44.7%.

However the next section ‘reasons for leaving’ will shed a little more light on these numbers.

reasons for leaving

This section gives some insight into the reasons for leaving recorded in this survey and as will become apparent, we understand a significant number are progressing to new roles within the sector.

This section was completed by **53** organisations with information for **11,070** personnel no longer in post. Table 14 shows the reasons given for leaving, ranked in order with comparisons to previous years.

Table 14: reasons for leaving as % of total leavers

	number	% 2016	2015	2014	2013	2012
career development	2349	21.2	9.4	21.4	3.2	4.2
personal reasons	2118	19.1	25.9	19.3	19.8	13.3
dismissal	923	8.3	9.4	8.4	7.8	8.7
career change	613	5.5	3.8	1.1	1.1	0.9
competition from other employers	603	5.4	8.3	5.5	6.5	3.4
ill health	493	4.5	4.1	4.5	4.5	4.9
TUPE/transfer to other employer	457	4.1	-	6.2	0.8	2.2
nature of work	360	3.3	3.0	3.3	3.4	3.6
retirement	325	2.9	4.6	4.2	3.9	4.0
redundancy	266	2.4	2.9	2.4	2.4	1.6
pay	154	1.4	1.5	1.4	2.6	1.8
conditions of employment	148	1.3	1.8	1.3	2	1.9
caring responsibilities/childcare	115	1.0	0.2	0.0	1.4	0.3
other	2146	19.4	22.2	19.1	40.1	48.3
total leavers	11,070	N = 53	N = 51	N = 49	N = 40	N = 32

Career development (21.2%) has risen to the top reason given for leaving a post which may indicate career progression has strengthened within member organisations, although **career change** (5.5%) rising to 4th place shows a significant number of personnel are choosing alternative sectors. Again **competition from other employers** (5.4%) remains high so although **pay** as a stand-alone reason for leaving remains low in the rankings, we may consider pay to be a contributory factor. We note **ill health** (4.5%) now features in the top 5 reasons for leaving, and for the first time we see the inclusion of **caring responsibilities** (1%) in our featured reasons for leaving a post.

We are pleased to note that once again members were able to record more detail within our featured categories. We review these categories before each survey and so over recent years NCF has developed a much clearer understanding of the issues around staff retention in care and support.

This year 19.4% total **other** reasons for leaving were recorded by 36 organisations and these are detailed in the table below.

Table 15: other reasons for leaving as % of total leavers

	%		%
removed from casual register	2.8	full time education	0.4
moved to bank agreement	0.7	relocation/moved away	0.3
end of fixed/flexi contract	0.7	resigned pending disciplinary	0.2
travel difficulties	0.6	visa issues	0.2
death	0.4	no reason given/collected	13.2

Other reasons given are shown below - these make up **0.1%** of the total leavers:

- ◆ transferred within organisation
- ◆ other work commitments
- ◆ unsuccessful probation
- ◆ offer withdrawn

We also note a comment from an organisation to record some leavers held more than one post:

“We have reported 296 positions vacated, although only 270 staff left. 24 staff held multiple positions when they resigned.”

We are reminded of the importance of leaver information to develop sector strategies to improve staff stability and the sharing of this information is very much appreciated.

The NCF HR forum and will continue to support members with the challenges of recruitment and retention.

qualification rates

A total of **53** organisations supplied details of care staff achieving (or working towards) a relevant qualification at minimum QCF **level 2**. The results for care staff in each setting are shown below.

Table 16: front line care staff with relevant qualifications

	min	max	average	respondents
RES Op	14.0%	100%	71.1	46
RES Ad	38.5%	100%	74.5	9
DAY	0%	100%	71.1	10
DOM Op	23.0%	100%	66.0	26
DOM Ad	56.0%	100%	82.6	5
SUP LIV	23.0%	100%	76.2	18
OVERALL			71.5	N = 53

We note that 1 organisation was unable to include members of homecare (DOM op) staff 'working towards' a qualification and so we would caution the actual engagement for this group will be slightly higher than is shown in the table above.

10 organisations reported to have 100% of staff engaged in formal qualifications across all care settings.

1 organisation reported zero formally qualified staff in a day care service:

"All our staff undertake Mandatory Training and some of the day services staff take short courses but none of them are working towards a formal qualification at the moment."

The comparison with results from previous years is shown in table 17. Although the majority of organisations appear to be continuing investment in formal qualifications, this year found 8 organisations recording less than 50% of staff engaged in qualification to level 2.

Table 17: care staff engaged in relevant qualification

number of organisations	2016	2015	2014
more than 50% staff	45	47	40
40-50% staff	2	1	1
30-40% staff	1	1	2
less than 30% staff	5	2	2
	N = 53	N = 51	N = 45


Given the continuing pressures on costs and availability of funding to support staff training, we anticipate greater challenges in this area and will continue to support members to find ways to support the formal training of front line care staff.

A total of **51** organisations supplied details of management achieving (or working towards) a relevant qualification at minimum QCF **level 4**. The results in each setting are shown below.

Table 18: management staff with relevant qualifications

	min	max	average	respondents
RES Op	37.5%	100%	94.9	44
RES Ad	42.0%	100%	90.7	10
DAY	33.0%	100%	86.8	9
DOM Op	25.0%	100%	90.8	26
DOM Ad	90.0%	100%	98.0	5
SUP LIV	34%	100%	84.6	19
OVERALL			91.4	N = 51

1 organisation reported zero% of managers qualified to level 4 in their Supported Living service. As we found this represented only one individual this figure was withdrawn from the workings so as not to affect the findings disproportionately.



The Care Certificate
 This year’s survey will have captured the first full year of staff who have been following the Care Certificate

Information from the Skills for Care website:

The Care Certificate is a set of standards that social care and health workers stick to in their daily working life. It is the new minimum standards that should be covered as part of induction training of new care workers.

The Care Certificate was developed jointly by Skills for Care, Health Education England and Skills for Health. It:

- ◆ applies across social care and health
- ◆ links to National Occupational Standards and units in qualifications
- ◆ covers what is needed to be caring - giving workers a good basis from which they can develop their knowledge and skills.

Who is it for?

Designed with non-regulated workers in mind, the Care Certificate gives everyone the confidence that workers have the same induction - learning the same skills, knowledge and behaviours to provide compassionate, safe and high quality care and support.

The Care Certificate is the start of the career journey and is only one element of the training and education that will make them ready to practice within their specific sector.

Although the Care Certificate is designed for new staff, it also offers opportunities for existing staff to refresh or improve their knowledge.

Find out more about [Skills for Care](#) and [Skills for Health](#)

zero hour contracts

We included a question this year to record the percentage of staff currently employed on zero hour contracts. Of **56** respondents to this question 18 organisations reported no use of zero hour contract employment.

38 organisations indicated zero hour contracts are in use for a percentage of staff. The results according to size of organisation are shown in table 19.

Table 19: the use of zero hour contracts

total staff in organisation	up to 300	301 - 1000	1001+	2016	2015	2014
organisations operating zero hour contracts	14	10	14	38	33	40
% staff employed on zero hour (range)	2% - 27%	1% – 32.3%	7% - 45.9%	average 10.7%	15.3%	-
number employed on zero hour contract	315	911	8984	10,210	7,204	9,353

Across these organisations a total of **10,210** staff are reported to be currently employed on zero hour contracts. This represents 14.9% of staff in our survey.

We found 20 organisations reported zero hour contracts to affect fewer than 14% of their total employees and 6 organisations reported less than 4% of their staff employed in this way. However, 7 organisations reported to employ more than a quarter of their staff on zero hour contracts with the highest use recorded at 45.9%.

3. developments since our 2015 survey

National Living Wage



April 2016 saw the introduction of the first phase of the **National Living Wage** across the UK. Whilst many of the NCF members reported that they were already paying staff over and above the required level for 2016, there are some growing concerns about the increases built into future years. In addition, organisations expressed anxiety about how they would sustain the differential rates currently in place between roles.

The government NLW rate is based on median earnings while the **Living Wage Foundation** sets a voluntary rate which is calculated according to the cost of living.

The Care Certificate



The **Care Certificate** was introduced in April 2015 and was designed with new starters in mind, giving everyone the confidence that workers have the same induction - learning the same skills, knowledge and behaviours to provide compassionate, safe and high quality care and support. This year's survey will have captured the first full year of staff who have been following the Care Certificate. See page 17 for more details.

Value Based Recruitment

For the last two years we have adopted a 'deep dive' focus on Nursing in the social care sector within this survey. This year we produced a report in partnership with Skills for Care which highlighted the **distinctive contribution of nurses to adult social care**. One of the findings of this report was the challenge of recruiting nurses with the right values and behaviours. This reflects an increasing trend within the sector to look at 'Value Based Recruitment' as a positive step towards attracting people with the right attitudes who will want to join and remain with an organisation. Although it is early days, initial indications suggest that this work is offering a real improvement to getting and keeping the right staff.

EU referendum

On Thursday 23 June 2016 the UK voted in a referendum on whether the UK should remain in the EU. The Leave campaign was declared the majority with 51.9% of the vote. Whilst the political fallout may continue for months to come – the National Care Forum immediately called for a meeting of sector leaders and providers to come together to begin to understand what the implications might be and to work together to support service users and the social care workforce. This survey provides an important benchmark detailing pre-referendum skills shortage and recruitment issues within the sector which we can reflect on in future years.

4. concluding remarks and thanks

The National Care Forum team have collected benchmarking information to support directors across our membership organisations for 13 consecutive years. This year the findings represent over 68,000 employees across 70% of NCF member organisations, the largest body of employees recorded to date! We are able to use these findings in our discussions with government departments, regulators and sector bodies to further support our representation of not-for-profit service providers.

embracing an older workforce

...meeting needs and actively recruiting

The most startling finding in this report has to be the age profile of frontline staff, and registered managers. This year's survey results show that over 93% of registered managers are over 45, with 38.3% in the 55+ age group. As a sector it is important that this factor is at the forefront of personnel strategies, thinking through how the needs of that workforce can best be met.

Increasingly personnel practice is recognising the health and wellbeing requirements of all staff, and demonstrating greater flexibility around caring responsibilities. However, to provide a positive environment within which to recruit and support this portion of the workforce, it is essential that the contribution of the older workforce is embraced.

Research shows that...

Older workers are just as productive as their younger counterparts (at least up to age 70), are just as successful in training, take less short-term sickness absence, tend to offset any loss of speed with better judgement based on years of experience and are as likely to commit to an employer and offer long term service.

Whilst of course, there is much work to be done around workforce planning for the future, thinking specifically about future needs as this portion of the workforce moves into retirement, there is an immediate need to apply the principles of talent management to support and sustain the high level of contribution from those of 45 and over to the provision of excellent quality care.

We wish to record thanks to **Claire Silvester** for coordinating our annual surveys and collating the results for this report. We will continue to support the work of the NCF HR Forum – this group of senior HR professionals communicate regularly to discuss hot topics and share best practice. If you would like more information or to join one of our Forums, please email our membership coordinator April.Ross@nationalcareforum.org.uk

We are continually grateful to our member organisations for their support in collating our annual reports and we welcome suggestions for improvements. I hope you will find the report useful.

Vic Rayner | Executive Director | National Care Forum

July 2016

participating organisations

Our thanks to these organisations for participating in our 2016 survey

Accord Group Care and Support	Linc Cymru Housing Association
Alde House Residential Care Home	Making Space
Avante Care and Support	Mary Feilding Guild
Balkerne Gardens Trust	Morden College
Black Country Housing Group	New Directions (Sefton New Directions)
Blind Veterans UK	New Outlook Housing Association
Borough Care	Ormerod Trust
The Brendoncare Foundation	Parkhaven Trust
Brunelcare	Quantum Care
Buckinghamshire Care	RAF Benevolent Fund
Care South	Royal Hospital Chelsea
Cherchefelle Housing Association	Royal Masonic Benevolent Institution
CLS Care Services Group	Sanctuary Care
Community Integrated Care	Sir Josiah Mason Trust
Cornwall Care	Somerset Care
Coverage Care Services	Somerset Redstone Trust
ExtraCare Charitable Trust	St Christopher's Care Home
The Fremantle Trust	St John's Hospital
Gateway Housing Association	St Monica Trust
Glebe Housing Association	Swarthmore Quaker Care Home
Gold Hill Care	The Meath Epilepsy Charity
Greensleeves Care	The Orders of St John Care Trust
Guild Care	The Royal British Legion
Guinness Care and Support	The Royal Star & Garter Homes
Heritage Care	Trident Reach the People Charity
HICA Group	Vista Blind
Housing & Care 21	Wales and West Housing Association
Jewish Care	WCS Care Group
Joseph Rowntree Housing Trust	Yardley Great Trust
Lilian Faithfull Homes	

The National Care Forum represents not-for-profit care and support providers across the UK

www.nationalcareforum.org.uk

@NCFCareForum