

# 2017 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 2017

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# 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 fourteen 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.

Thank you once again to all respondents which accounts for **40%** of eligible members. 2017's survey contains information on nearly **35,000** employees.

We acknowledge the pressures that organisations are under, consequently fewer members were able to contribute to the survey in 2017 than 2016. However, we are continually grateful to all our members for supporting NCF's surveys, events and participating in our forums.

Participating members are listed on page [27](#).

**We would like to thank Neil Eastwood, Founder, *Sticky People* and author of #1 bestseller *Saving Social Care* for supporting the 2017 personnel statistics benchmarking survey.**

[stickypeople.co.uk/](http://stickypeople.co.uk/)



*at - a - glance*

<b>total staff</b>		<b>34840</b>
<b>front line care staff</b> % of total staff	<b>residential care + senior care workers</b>	<b>49.7%</b>
	<b>homecare + senior care workers</b>	<b>7.2%</b>
	registered nurses	<b>6.0%</b>
<b>age profile</b>	staff aged <b>over 45</b>	<b>48.9%</b>
	staff aged <b>under 25</b>	<b>11.6%</b>
<b>staff turnover</b>	<b>residential care for older people</b>	<b>27.9%</b>
	<b>residential care for other adults</b>	<b>9.2%</b>
	<b>homecare for older people</b>	<b>24.7%</b>
	<b>day care facilities</b>	<b>18.4%</b>
	<b>supported living facilities</b>	<b>19.6%</b>
<b>vacancy rate</b>	average vacancy rate	<b>8.6%</b>
<b>sickness</b>	sickness absence levels	<b>5.9%</b>
<b>qualifications</b>	care staff engaged in relevant qualification level 2	<b>59.0%</b>
	managers engaged in relevant qualification level 4	<b>92.7</b>

## 2. results

These results pages record the responses from **35 organisations** employing a total of **34840** 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	<b>head administration or registered office</b> (which may be within another facility)		
RES Op	<b>residential/nursing services for older people</b> facilities where services are mainly for residents over 65 years	RES Ad	<b>residential/nursing services for other* adults</b> facilities where services are mainly for residents under 65 years
DOM Op	<b>domiciliary/homecare services for older people</b> care-at-home services mainly supporting persons over 65 years	DOM Ad	<b>domiciliary/homecare services for other* adults</b> care-at-home services mainly supporting persons under 65 years
DAY	<b>day care services</b> centres and drop in facilities, inc. day services within other facilities where staff are specifically employed as day care workers	Sup Liv	<b>supported living services</b> 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 <b>participating organisations</b> in each section
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## 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.

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



**Table 1: organisation size**

total staff in organisation	2017	2016	2015
up to 300	8	23	19
301 – 500	3	5	6
501 – 1000	10	10	17
1001 – 2000	12	15	12
2001+	2	6	6
participating organisations	N = 35	N = 59	N = 60

Of the responding organisations this year:

- ◆ 23% employ **less than 300** workers
- ◆ 34% employ **more than 1000** workers
- ◆ 37% employ **301 - 1000** workers
- ◆ 3% employ **more than 3000** workers



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

- ◆ **Small** organisation: 10 - 49 staff  
(0 in this survey)
- ◆ **Medium** organisation: 50 - 249 staff  
(7 in this survey)
- ◆ **Large** organisation: more than 249 staff  
(28 in this survey)

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

## staff employed in each care setting

35 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.



**Table 2: staff employed by group**

		number	% of total staff	%	%
			% 2017	2016	2015
Head Office	senior management	313	0.10%	0.9	5.9
	finance staff	308	0.9%	1.2	
	quality compliance	62	0.2%	0.3	
	human resources	173	0.5%	0.7	
	admin/office staff	351	1.1%	2.3	0.2
	training	108	0.3%	0.3	
	other	543	1.7%	1.9	1.1
	TOTAL	1858	N = 32	N = 52	N = 54
			%	%	%
RES Op	care worker	14072	43.0%	36.5	34.1
	senior care worker	2785	8.5%	5.8	4.0
	registered nurse	1207	3.7%	2.8	2.9
	supervisor	1021	3.1%	2.7	3.3
	registered manager	347	1.0%	1.4	1.3
	admin/office staff	710	2.2%	1.7	1.8
	other	5336	16.3%	12.8	12.5
	TOTAL	25478	N = 33	N = 49	N = 55
			%	%	%
RES Ad	care worker	402	1.2%	1.9	1.2
	senior care worker	60	0.2%	0.2	0.1
	registered nurse	25	0.1%	0.2	0.1
	supervisor	31	0.1%	0.1	0.1
	registered manager	25	0.1%	0.1	0.1
	admin/office staff	11	0.03%	0.04	0.03
	other	178	0.5%	0.5	0.4
	TOTAL	732	N = 6	N = 11	N = 10

**Table 2: staff employed by group (continued)**

		number	% of total staff	%	%
			2017	2016	2015
<b>DAY</b>	care worker	189	0.6%	0.8	0.8
	senior care worker	14	0.04%	0.1	0.1
	registered nurse	0	0.0%	0.002	0.002
	supervisor	22	0.1%	0.2	0.1
	registered manager	19	0.1%	0.02	0.05
	admin/office staff	24	0.1%	0.07	0.04
	other	110	0.3%	0.5	0.1
	<b>TOTAL</b>	<b>378</b>	<b>N = 12</b>	<b>N = 17</b>	<b>N = 21</b>
<b>DOM Op</b>			%	%	%
	care worker	2273	6.9%	12.3	10.9
	senior care worker	142	0.4%	0.9	0.8
	registered nurse	2	0.006%	0.05	0.1
	supervisor	95	0.3%	0.7	0.5
	registered manager	50	0.2%	0.2	0.2
	admin/office staff	96	0.3%	0.7	0.6
other	172	0.5%	1.5	0.5	
	<b>TOTAL</b>	<b>2830</b>	<b>N = 16</b>	<b>N = 30</b>	<b>N = 34</b>
<b>DOM Ad</b>			%	%	%
	care worker	96	0.3%	0.5	0.2
	senior care worker	0	0%	0.03	0.01
	Supervisor	7	0.02%	0.04	-
	registered manager	2	0.006%	0.01	0.01
admin/office staff	1	0.003%	0.03	-	
	<b>TOTAL</b>	<b>107</b>	<b>N = 2</b>	<b>N = 7</b>	<b>N = 4</b>
<b>SUP LIVING</b>			%	%	%
	care worker	915	2.8%	5.0	9.6
	senior care worker	118	0.4%	0.2	0.5
	registered nurse	0	0.0%	0.02	0.1
	supervisor	102	0.3%	0.5	0.6
	registered manager	32	0.1%	0.3	0.6
	admin/office staff	23	0.07%	0.1	1.2
other	116	0.4%	1.1	0.4	
	<b>TOTAL</b>	<b>1306</b>	<b>N = 12</b>	<b>N = 26</b>	<b>N = 24</b>

Total staff recorded in these tables: **32689**



## nursing staff

In response **25** organisations reported to employ a total of **2100** registered nurses providing care for **2883** nursing beds. An overview of provision is shown below.



**Table 3a: nursing provision\***

	organisations with nursing care	nursing beds	total nurses employed
<b>2017</b>	<b>25</b>	<b>2883</b>	<b>2100</b>
2016	36	5,307	1,648

\*no organisations this year reported their number of homecare users with nursing care

We would caution that some different organisations took part in this year's survey and therefore direct comparison with 2016 results cannot be assumed.

In addition, **6** organisations shared details of specialist nursing roles.



**Table 3b: specialist nursing roles**

number of organisations offering these specialist nursing roles

Admiral Nurse	<b>3</b>
Dementia Care Nurse	<b>1</b>
Mental Health Nurse	<b>1</b>
Advanced Nurse Practitioner	<b>1</b>

We recorded **143 nursing vacancies** across the responses, **6.8%** of total nursing staff in this survey.



**Table 3c: recruitment and retention of nursing staff**

	min	max	average
turnover of nursing staff	0%	100%*	<b>29.2%</b>
nursing vacancies	0%	28%	<b>7.5%</b>
annual salary for registered nurse	£24,490	£36,700	<b>£30,489</b>

\*this is from an organisation that employs a small number of nurses who all left their posts within a year. All posts have subsequently been recruited.

Ranges reported for nursing staff turnover, current vacancies and annual salary are shown in table 3c. Turnover of nursing staff ranged from 0% to 100% across 19 organisations with a mean average of **29.2%**.

2 - organisations reported a turnover of more than half of nursing staff

4 - organisations reported turnover of less than 10% of nursing staff

Salaries reported for registered nurse ranged from £24,490 to £36,700 per annum with a mean average of **£30,489**.

The starting salary for a nurse in the NHS (2017-18) is £22,128, according to 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
<b>2017</b>	<b>£ 24,490</b>	<b>£ 36,700</b>	<b>£ 15.64</b>	<b>£ 30,489</b>
2016	£ 24,000	£ 33,163	£ 14.64	£ 28,539

Nurse salaries across these NCF organisations are higher than NHS rates. As a result, we may assume other factors such as personal reasons, career development or employment conditions are affecting retention of staff in social care services. For more analysis on staff reasons for leaving, please see page 14.

Our annual survey of **pay, terms and conditions** seeks to address such factors in more detail. We are grateful to members for sharing staff information and NCF Forum members will continue to work together to address issues for nursing care employers as they have done in previous years. **We would also like to thank Agenda Consulting for conducting the PTC survey for us this year.**

## age profile of care staff and managers

A total of **35** 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	57	383	2015	4321	4067	5306	4310	801
	%	%	%	%	%	%	%	%
% total staff 2017	0.3	1.8	9.5	20.3	19.1	24.9	20.2	3.8
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

Once again we see evidence of an older workforce with over **48.9%** of employees **aged 45+**. However, there is a small increase in the amount of workers aged 25 – 34 over previous years, and a slight decrease in workers aged 45 - 54.

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 yet again more increases also shown in managers aged 55 - 64. Managers aged 65+ has drastically decreased this year, while the amount of managers aged 25 – 34 has increased. This may be an indication of career development within the sector.




**Table 5: age profile of managers**

	under 18	18 - 19	20 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65+
managers	0	0	9	99	189	270	218	17
	%	%	%	%	%	%	%	%
% managers 2017	-	-	1.5	16.9	32.3	46.2	37.3	0.2
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

## Table 6: age profile of all other staff


2017 marks the first time we have asked for the age profiles of all other staff at our members' organisations. Even amongst this group containing a mix of non-care staff, there is a continuation of the age trend seen amongst both care staff and managers. Results are below.



	under 18	18 - 19	20 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65+
Other staff	50	102	386	1342	1686	2726	2347	483
	%	%	%	%	%	%	%	%
% total other staff 2017	0.5	1.1	4.2	14.7	18.5	29.9	25.7	5.3

The results in table 6a show over half of the entire workforce surveyed are aged over 45 and the number of care staff aged under 25 remains low, as previous surveys show, at just 14.3% of the workforce.


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



% total staff	over 45			under 25		
	staff	managers	other	staff	managers	other
% 2017	48.9 %	83.7 %	60.9 %	14.3 %	1.5 %	5.8 %
% total 2016	50.0	93.3		11.6	0.3	
% total 2015	50.3	61.5		11.5	1.4	

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 2017	48.8 %	86.5 %	41.1 %	49.9 %
% staff group 2016	44.2	52.3	51.7	53.1
% staff group 2015	44.0	51.5	48.4	50.3



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

service	RES	DAY	DOM	SL
% staff group 2017	11.8 %	6.5 %	9.2 %	10.2 %
% staff group 2016	13.0	7.1	10.7	7.7
% staff group 2015	12.8	6.8	11.9	10.1

Again as in previous years, results show a consistent and significant 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*

A total of **26** organisations provided vacancy rates ranging from 1% through to 37%, with a mean average of **8.6%**. The results are shown below.



**Table 8: vacancy rates**

	2017	2016	2015
min. rate %	1%	0	0
average vacancy rate %	8.6%	6.2	7.6
max. rate %	37.0%	25.0	45.0
	N = 26	N = 44	N = 43

9 organisations did not record their vacancy rates. The results are slightly higher than previous years, however due to the different amount of organisations involved, this is not fully indicative of a more acute recruitment issue.

## sickness absence

A sickness absence rate (as % of the total days) was provided by **34** organisations. Rates reported for the year 2016-17 ranged from 3.3% to 20.0% with a mean average of **5.9%**.



**Table 9: organisational sickness absence levels**

	2017	2016	2015
min. rate %	3.3%	0.4	0.2
average sickness absence %	5.9%	5.8	5.1
max. rate %	20.0%	30.0	17.2
	N = 34	N = 34	N = 49

The minimum rate is significantly higher than previous years. This may be due to several smaller organisations from previous years not being present in this year's findings, as in prior surveys the smaller organisations had a lower absence rate.

The highest rate was an anomaly as a result of two years of long-term illness. Due to confirmation from different organisations over previous years, it is in line with prior surveys and long-term absence. NCF 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 **30** organisations. The range of responses with minimum, maximum and average turnover for each service category is shown below.



**Table 10: staff turnover rates**

		% 2017	% 2016	% 2015
HO	min (1 reported zero)	0.5%	0	0
	mean average %	12.8%	14.4	13.4
	range max %	31.0%	50.0	40.0
		N = 30	N = 45	N = 43
RES Op	range min %	1.6%	2.6	3.3
	mean average %	27.9%	23.2	21.7
	range max %	75%	46.2	40.0
		N = 28	N = 43	N = 46
RES Ad	min (2 reported zero)	5.0%	1.9	6.5
	mean average %	9.2%	16.8	15.5
	range max %	22%	33.0	23.0
		N = 8	N = 10	N = 10
DAY	range min %	1.1%	0	0
	mean average %	18.4%	18.3	14.1
	range max %	45.83%	35.3	37.9
		N = 9	N = 13	N = 18
DOM OP	min (3 reported zero)	11.7%	0	0
	mean average %	24.7%	23.1	25.5
	range max %	48.6%	28.0	55.0
		N = 15	N = 27	N = 25
DOM Ad	min (2 reported zero)	33.3%	0	1.0
	mean average %	18.3%	17.5	18.4
	range max %	40.0%	42.0	28.6
		N = 4	N = 7	N = 4
Sup Liv	range min %	10%	0	0
	mean average %	19.6%	15.2	18.1
	range max %	40%	40.0	55.0
		N = 12	N = 22	N = 22

Similar to the previous year, although a small number of employers reported zero staff turnover in some services, retaining staff continues to be a challenge. It is concerning that turnover rates have not improved in most areas of employment and in fact have become poorer in some areas. The following section contains leaver information and records the reasons given for leaving a post.



## leavers: analysis

A total of **35** organisations provided the number of leavers according to their length of service. The findings for a total of **8338** leavers are shown in Table 11.



**Table 11: leavers according to length of service**

% of total leavers	% 2017	% 2016	% 2015
non-starters	<b>2.7%</b>	3.2	1.3
0-3 months	<b>12.1%</b>	17.1	10.1
4-6 months	<b>10.6%</b>	13.5	8.7
7-12 months	<b>12.6%</b>	14.1	11.9
1-2 years	<b>27.7%</b>	20.7	28.1
3-5 years	<b>16.4%</b>	14.9	19.4
6-10 years	<b>9.5%</b>	10.0	12.7
10+	<b>8.3%</b>	6.4	7.7
	N = 35	N = 54	N = 55

The non-starters group continues to be more than double that of 2015 and prior, although it has reduced slightly since 2016.



**Table 12: leavers according to length of service**

% of leavers	% 2017	% 2016	% 2015
under 12 months	<b>35%</b>	44.7	30.7
0-2 years	<b>65.7%</b>	65.4	58.8
3-5 years	<b>16.4%</b>	14.9	19.4
5 years +	<b>17.8%</b>	16.5	20.5

Table 12 shows the average % of leavers according to length of service across all care settings.



**Table 13: leavers according to care setting**

% of leavers	RES		DOM		SUP LIV		DAY	
	%2017	%2016	%2017	%2016	%2017	%2016	%2017	%2016
under 12 months	<b>38.0%</b>	45.4	<b>39.9%</b>	48.5	<b>31.1%</b>	42.7	<b>35.6%</b>	14.1
0-2 years	<b>65.4%</b>	66.6	<b>69.6%</b>	68.4	<b>57.1%</b>	73.2	<b>61.4%</b>	38.4
3-5 years	<b>16.2%</b>	15.4	<b>17.6%</b>	16.1	<b>27.6%</b>	12.8	<b>14.1%</b>	24.2
5 years +	<b>18.4%</b>	18.0	<b>12.8%</b>	15.5	<b>15.2%</b>	14.0	<b>24.5%</b>	37.4

Table 13 shows leavers within each care setting. Retention of new employees appears to have improved slightly over the previous year in all settings aside from daycare which has fallen in line with the other settings. Losses are still significantly high with staff under two years. With all settings at between 57.1% to as high as 69.9%, questions need to be asked about what can be done to encourage staff to remain in their roles for longer. The next section 'reasons for

leaving' will reveal some of the issues that need to be addressed in order to better support new recruits and all other staff.

## *reasons for leaving*

This section gives some insight into the reasons for leaving recorded in this survey. Contrasted to last year, significantly less staff moved roles due to career development. The highest reason given was personal reasons, it may be indicative of greater strain placed upon staff.

This section was completed by **35** organisations with information for **8338** 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	% 2017	% 2016	% 2015
personal reasons	1547	18.5%	19.1	25.9
TUPE/transfer to other employer	799	9.6%*	4.1	-
dismissal	757	9.1%	8.3	9.4
competition from other employers	524	6.2%	5.4	8.3
career change	426	5.1%	5.5	3.8
career development	342	4.1%	21.2	9.4
ill health	285	3.4%	4.5	4.1
nature of work	248	2.9%	3.3	3.0
redundancy	201	2.4%	2.4	2.9
retirement	177	2.1%	2.9	4.6
caring responsibilities/childcare	145	1.7%	1.0	0.2
pay	80	1.0%	1.4	1.5
conditions of employment	75	0.9%	1.3	1.8
Compromise/mutual agreement	41	0.5%	-	-
death	23	0.2%	-	-
other	2594	31.1%	19.4	22.2
total leavers	<b>8338</b>	N = 35	N = 53	N = 51

\*one organisation had nearly 700 employees transfer to another employer due to a merger

**Career development (4.1%)** has dropped considerable since last year which may indicate career progression has faltered after its large increase within member organisations in 2016. **Career change (5.1)** now overtaking development is an extreme cause for concern if a trend begins to form during future surveys. **Personal reasons (18.5%)** continues to be an important and high factor for leavings posts. This is possibly due to a lack of information that staff are willing to

give for their departures. However, connected to the other high reasons of career change, ill health and drop in career development, it could be theorised that staff are leaving due to pressures, especially amongst the younger staff/new recruits.

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 31.1% 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	<b>0.7%</b>	full time education	<b>0.2%</b>
moved to bank agreement	<b>1.0%</b>	relocation/moved away	<b>0.4%</b>
end of fixed/flexi contract	<b>0.8%</b>	Unsuccessful probation	<b>0.2%</b>
during investigation process	<b>0.2%</b>		
no reason given/collected	<b>26.8%</b>		

**Other** reasons given are shown below - these make up **0.2%** of the total leavers:

- ◆ visa issues
- ◆ not returning after medical
- ◆ not paid
- ◆ not returning from maternity leave

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 will continue to support members with the challenges of recruitment and retention.

## qualification rates

A total of **27** 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	4.1%	100%	<b>62.3%</b>	25
RES Ad	48.3%	89.1%	<b>73.5%</b>	8
<b>DAY</b>	0.08%	91%	<b>58.8%</b>	9
DOM Op	4.3%	98%	<b>57.3%</b>	11
DOM Ad	16.2%	65%	<b>40.6%</b>	5
SUP LIV	1.83%	100%	<b>61.7%</b>	10
<b>OVERALL</b>			<b>59.0%</b>	<b>N = 27</b>

The comparison with results from previous years is shown in table 17.



**Table 17: care staff engaged in relevant qualification**

number of organisations	<b>2017</b>	2016	2015
more than 50% staff	<b>18</b>	45	47
40-50% staff	<b>2</b>	2	1
30-40% staff	<b>2</b>	1	1
less than 30% staff	<b>3</b>	5	2
	<b>N = 25</b>	<b>N = 53</b>	<b>N = 51</b>

Although the majority of organisations appear to be continuing investment in formal qualifications, this year found 7 organisations recording less than 50% of staff engaged in qualification to level 2.



**Table 18: management staff with relevant qualifications**

	min	max	average %	respondents
RES Op	33%	100%	<b>86.4%</b>	25
RES Ad	50%	100%	<b>87.0%</b>	6
<b>DAY</b>	88%	100%	<b>96.3%</b>	7
DOM Op	50%	100%	<b>93.3%</b>	10
DOM Ad*	100%	100%	<b>100%</b>	1
SUP LIV	50%	100%	<b>93.3%</b>	10
<b>OVERALL</b>			<b>92.7%</b>	<b>N = 27</b>

\*only 1 organisation responded to this question so it cannot be taken as a fully reliable indicator of the sector. However, it is congruent to the overall results.

NCF 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 **27** organisations supplied details of management achieving (or working towards) a relevant qualification at minimum QCF **level 4**.

## zero hour contracts

Of **34** respondents to this question 2 organisations reported no use of zero-hour contract employment.

32 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+	<b>2017</b>	2016	2015
<b>organisations operating zero hour contracts</b>	<b>6</b>	<b>13</b>	<b>14</b>	<b>32</b>	38	33
% staff employed on zero hour (range)	9.9%	17.5%	16.1%	<b>14.5%</b>	<b>10.7%</b>	<b>15.3%</b>
number employed on zero hour contract	125	1585	3371	<b>5081</b>	10,210	7204

Across these organisations a total of **5081** are reported to be currently employed on zero hour contracts. This represents 14.6% of staff in our survey.

While less organisations took part in the survey this year, zero hour contracts are operating in a similar number of organisations this year as they were in the 2016 survey.

It is possible that the organisations who did not use zero hour contracts last year are some of the organisations who were unable to take part this year. There appears to be an increase in the number of staff employed on zero hours contracts in 2017 compared to the results from the 2016 survey.

## 3. developments since our 2017 survey

### apprenticeships

The apprenticeship levy scheme was introduced in April 2017 for all employers if they have an annual wage bill of more than £3 million. This is a drive by the government to get more young people into work, and it is hoped that the care sector will benefit from these changes which may help address the issues of recruiting young care staff. Apprenticeship levy is charged at 0.5% of an organisation's annual pay bill.

A new addition for this year's survey is questions concerning apprenticeships. Their inclusion is due to the apprenticeship levy scheme that has been in effect since 6 April 2017.

21 organisations indicated that they have plans for **631** total apprentices in the period of 2017/18 with the majority of those apprentices being new starters as shown in table 20.



**Table 20: apprenticeship plans 2017-18**

number of apprentices planned	Organisations		
0	9		
1 - 10	10		
10 - 20	3		
21 - 50	4		
51 - 100	2	Total	New Starters
100+	1	631	429

N = 29

Of those 21 organisations who are planning apprentices, the minimum planned is 1 and the maximum planned is 300. On average, organisations are planning for 21 apprentices each next year, with 17 of those being new starters. Table 21a shows how many organisations are contributing to the apprenticeship levy.



**Table 21a: apprenticeship levy contribution**

contribution Status	YES	NO	DON'T KNOW
organisations	22	4	3

N = 29

“If you’re an employer with a pay bill over £3 million each year, you must pay the apprenticeship levy from 6 April 2017.” – Gov.UK

The higher the wage bill; the more money it needs to pay into the apprenticeship levy. As table 21b shows, the average between the 20 organisations that know their amount paid is £68,992.



**Table 21b: apprenticeship levy contribution amount**

levy Contribution	MIN	MAX	AVERAGE
contribution amount £	£5000	£250,000	£68,992

N = 20

As the apprenticeship levy scheme is still new, we are committed to helping provide guidance through the NCF HR forum and share resources to aid members with the apprenticeship scheme and to also develop their own apprentices for the future.



## brexit

Following from last year's question regarding the potential impact of the vote to leave the EU, this year we wanted to highlight any potential issues that have thus far arisen since the vote in 2016.

The impact of Brexit may have yet to fully manifest itself prior to Britain leaving the EU, however there is still much uncertainty within the care sector and the wider UK workforce about what the future may hold.

We included a question this year to gauge the impact that the Brexit vote has so far had upon the recruitment and retention of EU nationals.

Almost all organisations employ EU nationals, with most employing between 1 and 50 EU members of staff.

The majority of respondent organisations employ EU National staff. The total number of EU National staff accounted for is 1218. This ranges from 3 EU nationals at one organisation to over 200 at another. Overall, there is an average of 64 EU Nationals for each respondent organisation.

The potential issues of Brexit and its impact upon EU staff and the UK economy are worrying for many members. We will continue to provide advice and guidance to all members in order to help the transition out of the EU be as smooth as possible for NCF organisations amongst ongoing recruitment issues.



### Table 22a: EU national staff

employing EU nationals	YES	NO	DON'T KNOW
organisations	31	3	1

N = 35

While 35 member organisations stated that they employ EU National staff, 18 had access to the specific amount of EU nationals employed at their respective organisations.



### Table 22b: EU national staff

total EU staff in organisation 2017	1 - 50	51 - 100	100+
organisations employing EU nationals	10	5	3

N = 18

experience changed	YES	NO
organisations	4	23

We took comments regarding the context behind table 22b. Overall, most organisations had found the Brexit vote to so far have had little impact upon their ability to recruit and retain EU nationals and did not leave many significant comments to give insight into their experiences.

Most reasons given demonstrated either lack of detailed information or reflected no significant change. This reflects research carried out by Skills for Care.

The issue of recruitment was already a concern before the vote to leave the EU and as this survey shows continues to be an ongoing topic.

One comment is indicative of this situation:

***“Recruitment and retention generally has become more challenging in the last 12 months but we cannot evidence that this is a direct result of Brexit.”***

In addition, comments noted the following:

- EU staff have been leaving as a result of -
  - the falling pound
  - nervousness about what will happen to them after Brexit
- recruiting registered nurses has become an issue after the Brexit vote

One comment summarised their own recruitment experiences alongside the feelings of the EU staff they had encountered:

***“ Registered Nurses or Assistant Practitioners - leaving to go back home due to a falling pound and seeing Brexit as a lack of potential for personal development and a potential economic crisis in [the] making.”***

## 4. concluding remarks and thanks

The National Care Forum team have collected benchmarking information to support directors across our membership organisations for 14 consecutive years. This year the findings represent almost 35,000 employees across 40% of NCF member organisations. 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.

### *apprenticeships and Brexit...reflecting on key changes to staffing in social care*

This survey provides the sector with a granular picture of personnel facts and figures across the not-for-profit care sector. The fact that it is carried out year on year gives organisations and commentators an opportunity to reflect on how changes in the external world are impacting on the employment of key personnel. This year shows a number of concerning trends are continuing including the high levels of staff turnover, over representation of older workers within the workforce at all levels, the substantial volume of staff who leave organisations between the first and second year of employment and ongoing pressure resulting from levels of sickness absence. The survey also shows the continuation of good practice emphasising the importance of qualification of staff at all levels.

However, key to this survey is the opportunity to reflect on things that are changing within the employment world. The first issue that members have reflected concerns to us around is the advent of the new apprenticeship levy. The social care workforce has a strong tradition of supporting apprentices, and it is a key way in which members attract in new staff and structure a solid qualification route. In April this year, the government introduced a new levy for employers with a wage bill of over £3 million per annum. We wanted to check out with members what this would mean to them, and how they were planning to move forward with apprenticeships under the new regime. The impact of the levy comes into sharp relief when you consider that one of the members completing the survey is facing a levy bill of £250K per annum and the average levy payment for those completing the survey is just under £70K. These significant sums that are being put into levy accounts need to find their way back into the training and support of apprenticeships, and we will be looking for evidence of this as part of next year's survey.

In addition, members have raised substantive questions about the impact of Brexit on the social care workforce. Again, we took the opportunity to use the survey to test out people's initial sense of whether or not it was having an impact. The response showed that whilst organisations were not feeling an immediate impact, almost every organisation who responded was employing EU nationals as part of their workforce. Indeed, in one organisation, over 200 of their staff were EU nationals, and for those who had a clear picture of the number of staff employed, the average number of staff employed was 64. As the clock continues to tick in the count down to the UK leaving the EU, the need to resolve the issue of how EU national staff can remain a valued and skilled part of the workforce becomes ever more pressing.

Finally, I want to extend my thanks to all the members who took the time to complete this survey. It is clearly an additional task in a very busy workload, and we are very grateful to everyone who has contributed. 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.

We wish to record thanks to **Neil Eastwood** for supporting our personnel survey and presenting the report at our annual lecture. 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 officer [andrew.lloyd@nationalcareforum.org.uk](mailto:andrew.lloyd@nationalcareforum.org.uk)

**Vic Rayner | Executive Director | National Care Forum**  
**November 2017**

## *participating organisations*

Our thanks to these organisations for participating in our 2017 survey

Accord Housing Care & Support	Nightingale Hammerson
Avante Care & Support	Ormerod Home Trust
Belong Limited	Parkhaven Trust
Brunelcare	Quantum Care
Care South	Royal Masonic Benevolent Institution
Cornwall Care	Salvation Army
Coverage Care Services	Sir Josiah Mason Trust
Elizabeth Finn Homes	St Monica Trust
Friends of the Elderly	Sussex Housing & Care
Greensleeves Homes Trust	They Abbeyfield Kent Society
Guild Care	The Brendoncare Foundation
Guinness Care & Support	The Fremantle Trust
Healthcare Management Trust	The Orders of St John Care Trust
Jewish Care	The Royal British Legion
Joseph Rowntree Foundation	The Royal Star & Garter Homes
Making Space	Vista
Morden College	WCS Care Group Ltd
New Outlook	

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