



PWYLLGOR DATBLYGU STRATEGOL A CHYFLENWI GWEITHREDOL STRATEGIC DEVELOPMENT AND OPERATIONAL DELIVERY COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	15 December 2021
TEITL YR ADRODDIAD: TITLE OF REPORT:	Domiciliary Care Workforce Actions
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Ms Jill Paterson, Director of Primary Care, Community and Long Term Care
SWYDDOG ADRODD: REPORTING OFFICER:	Ms Rebecca Jones, Programme and Change Manager – Workforce, West Wales Care Partnership

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

ADRODDIAD SCAA SBAR REPORT

Sefyllfa / Situation

This report is being brought to the Strategic Development and Operational Delivery Committee following a previous discussion at the People, Organisational Development & Culture Committee for assurance. The Committee is asked to note the current pressures across the health and social care system in the Hywel Dda area and the collective action being taken by statutory and other partners to address these in the short and medium term.

Cefndir / Background

The health and care system within the Hywel Dda University Health Board area is facing intense, and possibly unprecedented, challenges which are also being felt across the rest of Wales. These challenges are ongoing and were considered in some detail by the Health Board at its public meeting on 29 July 2021 and the Regional Partnership Board on the same day. They stem from a combination of factors, but particularly:

- Increased demand on the acute sector resulting from the return to pre COVID-19 levels of emergency demand, the resumption of elective procedures for cancer and other urgent conditions, as well as the increasing number of individuals requiring hospital treatment for COVID-19.
- Resulting increase in demand for Domiciliary Care; in some areas it is estimated that demand has increased by around 15% over the past 3 months.
- Staffing pressures across the system due to isolation rules and additional pressures particularly on social care as staff are lost to other sectors such as the hospitality sector and the impact of Brexit on the local workforce.
- The continued impact of the 14-day isolation rule on admission to care homes and of hardship payments for voids in care homes, both of which can disincentivise managers from receiving new clients.

It should be noted that, despite these pressures and a persistent backlog caused by the factors mentioned above, individuals are still moving through the system, with people receiving new Domiciliary Care, Reablement and Domiciliary Care packages.

In the light of the intense pressures, the regional Integrated Executive Group, which sits under the Regional Partnership Board has assumed the status of a Health and Social Care Tactical Group (HSCTG) for the duration of the current crisis. In this capacity, the HSCTG brings partners together to (1) monitor pressure across the system, (2) identify opportunities for collaborative action, (3) mandate partners to sign up to agreed actions, (3) monitor implementation and (4) unblock emerging obstacles.

The HSCTG has agreed a regional action plan to improve patient flow across the system. Delivery against this plan is monitored on a weekly basis.

Asesiad / Assessment

The regional action plan includes a range of remedial measures including:

- Implementation of a new **Home Based Bridging Service (HBBS)** through which a target of 175 whole time equivalent (WTE) health care support workers will be appointed to provide additional capacity from October 2021. Recruitment for the bridging service has commenced and two rounds of candidates have been processed. The table below shows the breakdown of staff to date that have applied to be part of the bridging service by county and the stage of their application:

Stage of Application	Carms	Ceredigion	Pembs	Total
All pre-employment checks complete	4	2	3	9
Needs PEC	6	0	1	7
DBS	5	0	4	9
References	1	0	3	4
Partial PEC	3	0	2	5
Occupational Health only	0	0	1	1
Withdrawn/rejected	3	1	10	14
Total	22	3	24	49

This approach builds on the UHB's existing Bridging Service and will be significantly extended such that it can provide bridging to all patients awaiting domiciliary care up to the point when an appropriate package of care becomes available or the 31st March 2022 (whichever is sooner). The proposed model will aim to enhance existing integrated arrangements in each County area and its impact will be closely monitored from inception in order that decisions can be made on refinement / cessation as appropriate. The expectation is that there are no/minimal delays for patients deemed ready to leave across all HB services. Arrangements will be designed to prevent negative wider system impact e.g. by avoiding recruitment directly from the existing health and domiciliary care capacity within the region and have a comprehensive risk register to support this.

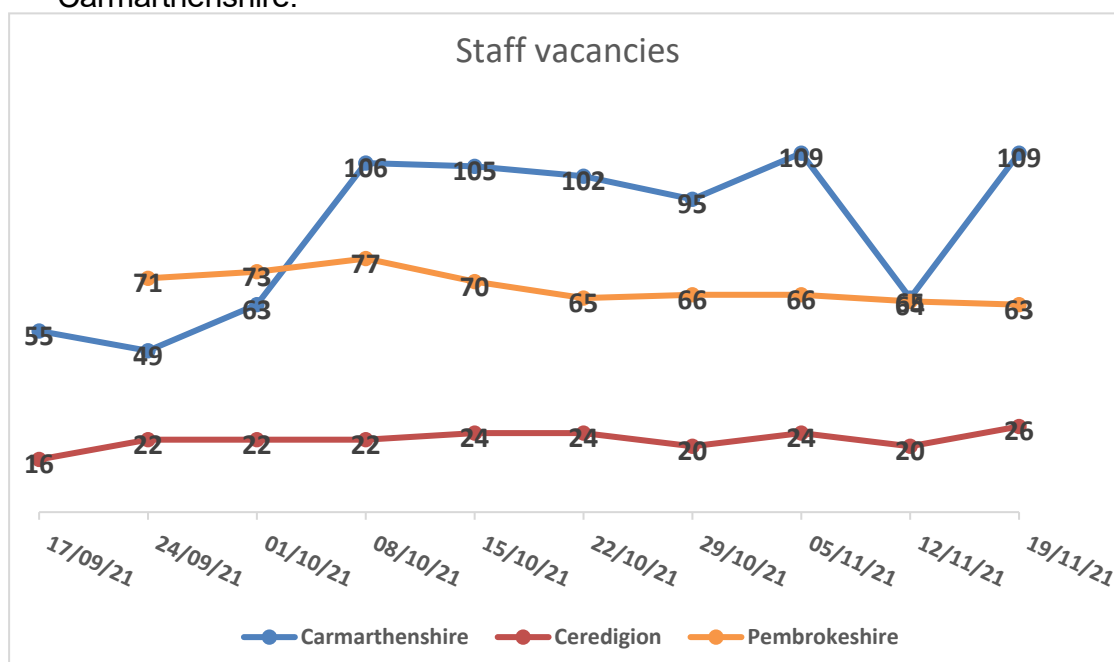
An evaluation of staff experience is planned for January 2022 which combines the areas explored in the regional survey (detailed in the next bullet point) and specific areas tailored to the bridging service staff. This intelligence will inform workforce future initiatives and help guide decisions around phase two of the project.

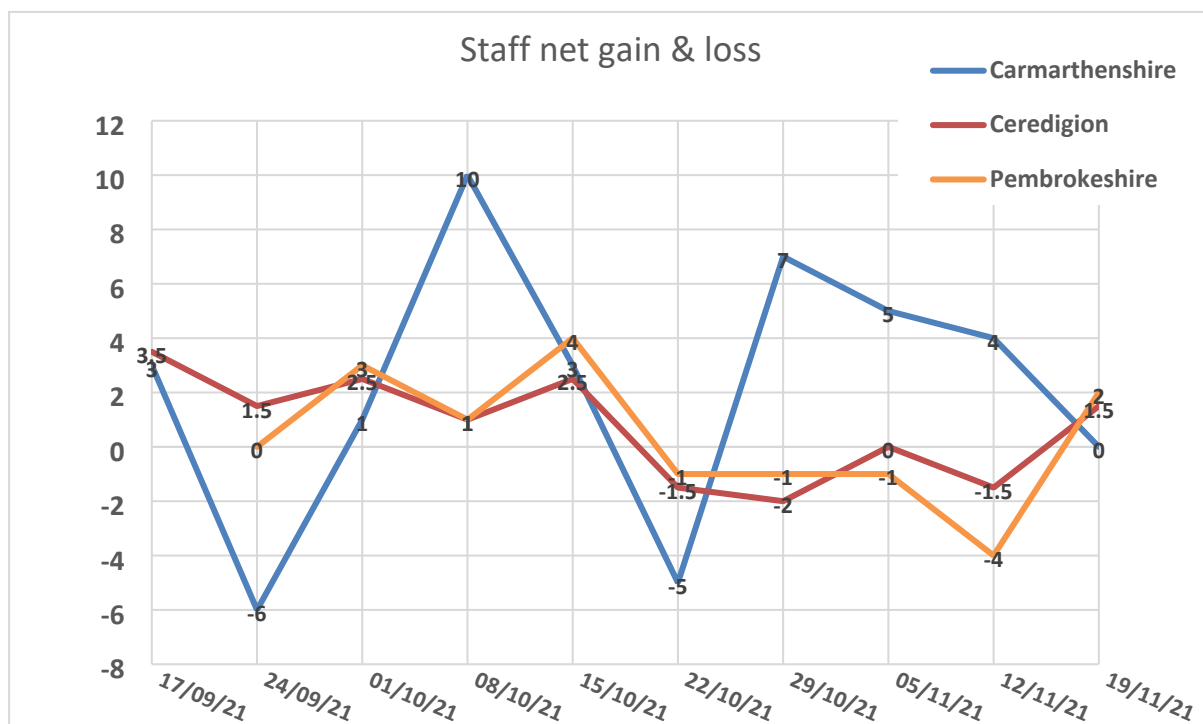
- **Circulation of a detailed regional survey across each local authority area to identify ways to attract more people into the care sector**, targeting those who work in the sector,

those who have left and those who do not yet work in the sector. Results were reported in early October 2021. Key findings indicated that the issue of pay and conditions is significant and has a major impact on the attraction and retention of staff into the sector. In the context of a UK wide, cross sector recruitment crisis, the overriding evidence within this research demonstrates that the domiciliary care workforce requires radical change to pay and conditions to address this issue. This has been communicated at the Health and Social Care Tactical Group and has been raised nationally with Welsh Government and Social Care Wales. There were 17 recommendations contained within the report (see attached) which will be addressed as part of the work of the Regional Workforce Programme Board, which is jointly chaired by HDdUHB's Director of Workforce & OD and Pembrokeshire County Council's Director of Social Services and Housing.

Following this, there will be an additional piece of research undertaken in partnership with the Research, Innovation and Improvement Hub. This secondary work will look in more detail at the recovery of the domiciliary care workforce following the pandemic and will follow up on the main themes identified in the survey results. An interim report is expected in mid-January 2022.

- During summer 2021, Pembrokeshire County Council undertook a **pay and conditions mapping exercise across commissioned providers within commissioned and in-house Domiciliary Care services**. The aim of the exercise was to fully understand how domiciliary care workers were remunerated across the county and to review areas for improvement or potential enhancement. Following this initial mapping it was agreed at the HSCTG held on 6 September 2021 that the same exercise would be undertaken regionally across all 3 counties and also compared to Bands 2, 3 and 4 for NHS staff. The resulting data was analysed and presented to HSCTG on 25th October 2021. Agreed actions include providing targeted uplifts to providers to support increases in hourly rates for domiciliary care workers in commissioned services.
- **Workforce trends in domiciliary care** are reported to HSCTG on a weekly basis and show a mostly consistent number of vacancies across each county. In addition, in contrast to a net gain of staff in Carmarthenshire there have been net losses in both Ceredigion and Carmarthenshire:





- **Test out international recruitment options:** There is a potential option to pilot an international approach to recruitment where carers are provided via a third-party agency. This initiative is currently under investigation and dialogue has been opened with a UK based international recruitment agency that specialises in the health and care workforce.
- **Review of local practice in relation to care home admissions and exclusions,** in line with national guidance, to increase intake where appropriate and reduce pressures within the acute and other parts of the sector caused by delays in admissions
- **Revisions to communications to patients and their families on admission to hospital** and during their stay, advising on current pressures and the possibility that alternative arrangements and/ or reduced care and support may be necessary upon discharge.
- **Utilisation of care home and community hospital beds to provide step down care where individuals are ready for discharge but have delayed access to domiciliary care packages.** This is expected to release system pressure and allow people to access care services:
 - Opening of Llys Y Bryn Step Down Unit (Carmarthenshire County System)
 - Increasing bed capacity of Amman Valley Hospital by an additional 8 beds (Carmarthenshire County System)
 - Block purchasing independent sector care home void beds in residential care (Carmarthenshire County System)
 - Review options available to open Cleddau Ward (Pembrokeshire County System)
- **Ongoing 'right-sizing' of existing care packages,** reducing levels of care where appropriate and safe thereby optimising finite social care capacity and increasing the number of packages that can be delivered. Learning from successful programmes in Carmarthenshire and Pembrokeshire aimed at reducing the number of double-handed calls is being applied in relation to this.

- **Optimising the use of reablement capacity** to support recovery of individuals and reduce the need for ongoing care.

Argymhelliad / Recommendation

The Committee is asked to receive an assurance on the collective action taken by statutory and other partners to address the current pressures across the health and social care system in the Hywel Dda area.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.6 Seek assurances on the development and implementation of a comprehensive approach to performance delivery and quality management, to incorporate all performance requirements set by the Board, WG, regulators and inspectors, that enables all staff with managerial responsibility to strive for excellence whilst effectively delivering the basics (PO 3A).
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not Applicable
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	3.1 Safe and Clinically Effective Care
Amcanion Strategol y BIP: UHB Strategic Objectives:	3. Striving to deliver and develop excellent services 4. The best health and wellbeing for our individuals, families and communities
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report	2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS 4. Improve Population Health through prevention and early intervention, supporting people to live happy and healthy lives

Gwybodaeth Ychwanegol:

Further Information:

Ar sail tystiolaeth: Evidence Base:	HSCTG Regional Action Plan
Rhestr Termiau: Glossary of Terms:	Included within the body of the report

Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Datblygu Strategol a Chyflenwi Gweithredol: Parties / Committees consulted prior to Strategic Development & Operational Delivery Committee:	Public Board 29 th July 2021 Regional Partnership Board 29 th July 2021
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Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Service impacts to address the current pressures across the health and social care system in the Hywel Dda area included within the report.
Ansawdd / Gofal Claf: Quality / Patient Care:	The actions taken by statutory and other partners to address the current pressures across the health and social care system in the Hywel Dda area will positively impact on patient care outcomes.
Gweithlu: Workforce:	Workforce actions to address the current pressures across the health and social care system in the Hywel Dda area included within the report.
Risg: Risk:	Not applicable
Cyfreithiol: Legal:	Not Applicable
Enw Da: Reputational:	Not Applicable
Gyfrinachedd: Privacy:	Not Applicable

**Cydraddoldeb:
Equality:**

Not Applicable

West Wales Care Partnership: Attraction and Recruitment Survey Report

October 2021



West Wales Care Partnership
Partneriaeth Gofal Gorllewin Cymru

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INSPIRING CHANGE

Attraction and Recruitment Survey Report

1. Introduction

As part of its Attraction and Recruitment Campaign, Social Care Wales is partnering with the West Wales Care Partnership (WWCP) to deliver a vital element of the WWCP regional recruitment and attraction action plan.

The national Train, Work, Live campaign and the 'We Care Wales' annual recruitment campaigns have started to make a positive impact in support of addressing the national recruitment challenges across a range of occupations and roles in social care, but partners intend to do more to continue to attract and retain the best, and to provide an attractive environment and culture for new entrants to the Social Care workforce.

This report focuses on an exercise to undertake a regional survey, focussed on 'What attracts people to work in the health and social care sector'. The submitted evidence is intended to be used to further support development of recruitment documentation across the region.

Regional data capture focuses on the 3 Local Authorities in West Wales [Carmarthenshire, Ceredigion, and Pembrokeshire County Councils] and Hywel Dda University Health Board and the outcomes of the survey are presented in this evaluative report.

From this exercise, the West Wales Care Partnership and Social Care Wales will identify best practice and share these so that other regions can benefit from an improved regional approach to recruitment that is based on findings and recommendations in this report.

The report forms part 2 of the attraction and recruitment project that WELV Consulting Ltd have managed on behalf of the West Wales Care Partnership. For clarity part 1 of the project related to the design and facilitation of a regional attraction and recruitment workshop involving providers and workforce leads, the aim of which was to:

- Share a range of resources and good practice resources to support providers in their attraction, recruitment, and retention processes,
- Allow for an opportunity for providers to benchmark their existing attraction and recruitment approaches to those that were shared during the workshop through the use of a self-audit tool.
- Capture the views and ideas of key stakeholders across the region, identifying key opportunities and challenges.
- Development of a regional attraction and recruitment toolkit for care providers with access to best practice methods, tips and exemplar templates for managers, recruitment and selection panel members and others involved in the attraction, recruitment, and selection of staff.

2. The National Context

2.1 A Healthier Wales: 'Our Workforce Strategy for Health and Social Care'

The Welsh Government's Plan for Health and Social Care, 'A Healthier Wales' was published in June 2018 in response to the Parliamentary Commission's January 2018 report 'A Revolution Within: Transforming Health and Care in Wales'. The plan sets a clear vision for bringing health and social care services together, designing and delivering them around the needs and preferences of individuals and keeping people healthy and well,

In October 2020 Health Education Improvement Wales and Social Care Wales published a 10-year workforce strategy, 'A Healthier Wales: Our Workforce Strategy for Health and Social Care', which sets out the vision, ambition and approaches for the NHS and social care workforce in Wales. It reflects a core element of the Parliamentary Review and A Healthier Wales' 'Quadruple Aim' to deliver an inclusive, engaged, sustainable, flexible, and responsive workforce to deliver excellent health and social care services.

The strategy is underpinned by seven key themes, including a theme on attraction and recruitment targeting specific workforce roles/professions where there are known shortages (including direct care) with a range of actions that are supported by a series of implementation plans to support the ambition that by 2030, health and social care will be well established as a strong and recognisable brand and the sector of choice for our future workforce. This report aligns to the ambition of this theme.

2.2 Improving Health and Social Care (Covid 19 Looking Forward) Social Care Recovery Framework

In May 2021 the Welsh Government published Improving 'Health and Social Care (Covid 19 Looking Forward) Social Care Recovery Framework', which provides an overarching structure to support the social care sector to plan for recovery from the global pandemic including a set of short- and medium-term priorities that need to be in place to support the social care workforce to be both sustainable and fit for current/future purpose.

To address the identified priorities the Welsh Government are being advised and supported by the Social Care Fair Work Forum, to advance parity of esteem between workers in the health and social care sectors, including working towards improvements in terms and conditions and implementing the Real Living Wage for social care workers during this Senedd term, as well as ensuring that there is a continued focus on supporting wellbeing and mental health and pursuing a Fair Work agenda more generally.

It is important to note that the framework is focussed on taking an opportunity from the lessons that have been learned during the pandemic, combined with the sector's experiences from before Covid, to develop improved approaches to social care to prepare the sector for the future, as set out for it in the Programme for Government in the current Senedd. It is referenced here as responders to the online questionnaire cited the challenges relating to pay and terms/conditions of employment as a major barrier in both attracting and retaining the required current and future social care workforce.

3. Attraction and recruitment practice within West Wales Care Partnership region

An online survey was launched in August 2021 which focused on obtaining insight into 'what attracts people to work in the health and social care sector'. The questionnaire was targeted at staff who are currently working in domiciliary care across the region as well as staff who have left the sector and the families/friends of staff in local communities across the region who have never worked in care. The survey itself could also be used with other staffing groups within health and social care and was designed with this in mind.

As of 30th October 2021, a total of **158** survey questionnaires were completed across the region. All of the questionnaires were completed in English and the total returns for each Local Authority were:

- **34** Carmarthenshire, (*all 34 responders currently work in adults or children's services*)
- **29** Ceredigion (*all 29 responders currently work in adults or children's services*)
- **95** Pembrokeshire (*81 responders currently work in adults or children's services and 15 responders do not work in the sector*)

(Two submissions were made by staff employed by the Hywel Dda University Health Board and further information on the profile of the responders can be obtained in the appendix).

The following sections provide a summary on the responses from the completed questionnaires for all three local authorities.

Note: Any recommendations for the WWCP or information that may be important in the consideration of future actions for the region are highlighted in a blue border for clarity.

4. What attracts people to work in the care sector and why do they continue to work in the sector?

4.1 What attracts people to work in social care?

Responders were asked to describe what attracted them to work in the care sector, a diverse and somewhat contrasting range of reasons were cited, which included:

- Having friends or family who currently work in the sector who encouraged the person to 'give it a go'
- Looking for a new challenge and the sector was a 'good fit' to the persons own values
- Attracted to work in social care after retiring from the NHS
- Better terms and conditions of employment with local authority in house provider's (Carmarthenshire) compared to private sector
- Close proximity of care home to responders own property
- A change from working in hospitality and/or retail industry

The table below provides a high-level summary across a number of individual responses,



Of note is the potential positive impact of the Covid-19 pandemic as a contributory factor in attracting people to work in care, whilst the number of responses citing the pandemic as the main reason for wanting to work in care were small (approximately 10% - 15%) there is some evidence that the pandemic is attracting people to consider a job in care, reasons included:

1. Losing a job in another adults/children's service,
2. Looking for a new challenge based on hearing about the plight of social care in the news
3. Caring for loved ones during the pandemic and wanting to then pursue a career in social care

A number of responders also commented on being attracted to work in social care for the 'initial experience of working in the caring profession' but the opportunity was viewed as a stepping-stone into a role in the NHS.

Lastly a number of responders commented on being attracted to work in care to support and assist a vulnerable person but the job title of 'domiciliary carer' was confusing and left potential employees unclear as to what the role entails.

4.2 Why do people continue to work in the care sector?

Responders were asked why they continue to work in care, of the 143 people who answered the question **88%** described a range of positive reasons, **8%** of responses were neutral and **4%** cited various reasons for wanting to leave the sector.

The table on the next page provides a high-level summary across the range of individual responses by location.

Reason for continuing to work in care	Number of times quoted Carmarthen	Number of times quoted Ceredigion	Number of times quoted Pembrokeshire
Making a positive difference to people lives	11	12	35
An enjoyable and rewarding job/career	9	7	23
Opportunities for career progression	0	2	3
Location/ flexible working hours	0	2	2
Loyalty to staff team and/or vulnerable people	4	3	6
Lack of other options or local work	3	0	2
Temporary work to support University/college fees	0	1	1
To retire within the next 3-5 years and access pension	1	0	0
Undecided, or not sure I want to stay in the sector any longer	3	1	7
I feel undervalued, burnout and/or want to leave as soon as possible	2	1	2
Total Responses	33	29	81

Note: There were a number of individual responses relating to why people continue to work in the care sector that could be adapted to inspire the public to consider a career in social care, the responses could be used as 'straplines' or advertising 'phrases' as part of a local or regional employer brand. A sample are listed below.

"I enjoy that I get to help someone live their life to the fullest and am there to recognise their milestones, it's very rewarding"

"I get to work with a variety of people with all sorts of illnesses, disabilities or problems and I get to do that alongside working with dogs. It is a dream job"

"It is hard work, and the day can be challenging but It doesn't feel like work, you build really positive working relationships plus every day is so different, which I really enjoy"

"I have a passion for enabling people to be happier and healthier in their own homes"

"I just enjoy my job and wish I had started working in care earlier in my life"

"I have found a new respect for all care workers, and a new passion in my own working life, which is care, not every day is easy, but I love what I do"

Responders were then asked about their work plans, or aspirations over the next two to three years. The feedback was again varied from seeking promotion, access to professional training or attainment of a qualification, through to planning to leave the sector.

The table on the next page shows an accumulative summary, by location, on the most frequently cited aspirations by responders.

Work plans or aspirations for the next 2-3 years	Number of times quoted Carmarthen	Number of times quoted Ceredigion	Number of times quoted Pembrokeshire
Promotion	4	4	13
Stay in current role	5	3	6
Continuous professional development	5	4	13
Undertake or complete a qualification in care	2	2	16
Reduce working hours	1	2	2
Retire	5	3	7
Leave the sector	8	7	16
Undecided – considering leaving the sector	3	3	8
Total Responses	33	28	81

Note: Of concern is the number of responders who are planning to leave, retire or are considering leaving the sector over the next 2- 3 years across the region, in comparison to those who, at present, plan to remain.

The percentage of potential leavers (weighted against the total number of responses) is as follows:

Carmarthenshire: 48.4%

Ceredigion: 46.4%

Pembrokeshire: 38.2%

Whilst these figures are not an accurate representation of the whole time equivalent (WTE) of the adult and children's social care workforce they may provide further insight into the fragility of the care sector and the ongoing daily challenges of recruitment and retention in a sector which already has a high vacancy¹ rate and a turnover rate for care workers of over 30% prior to the pandemic.

UNISON surveyed 4,264 workers employed in care homes and those working in the community from 3 April to 7 May 2021. When asked to identify what best described their mental health linked to the working environment, more than a third of care workers said they were having difficulty sleeping (35%), 16% couldn't wind down after leaving work, 11% felt unable to cope at times, 13% felt depressed or sad, 22% were experiencing anxiety and 3% what they described as PTSD.

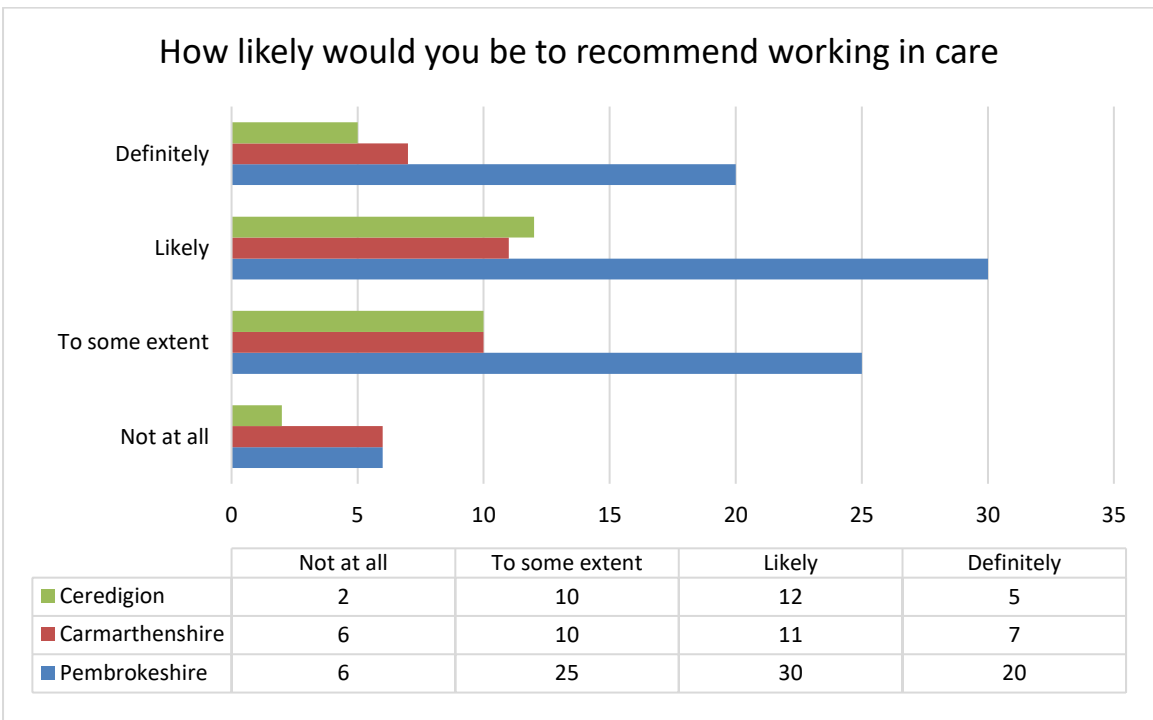
¹ UNISON: vacancy rates across care sector adding to staff mental health crisis, press release September 2021: [Huge vacancy rates across care sector adding to staff mental health crisis | Press release | News | UNISON National](#)

4.3 How likely are responders to recommend working in care to friends or family members?

The majority of responders for all three local authorities are likely to, or may, recommend working in care.

A significant number of responders for this survey are currently working in either domiciliary or residential care as a care worker or senior care worker (*See Appendix 1 for a complete breakdown of the responders roles by location*). On this basis, the fact that the majority would to some extent, or are likely to recommend working in the care sector is a positive message for the West Wales region.

The chart below provides a breakdown of the ratings, by location based on how likely current care staff would recommend working in care.



5. Responders views on the job application and recruitment process and the workforce culture

5.1 Job application and candidate interview experience

Responders were asked to provide information on their individual experiences of the job application process and the candidate interview based upon their most recent experience.

The three tables on the next page describe the summative ratings for each local authority relating to the experiences of responders in the job application and interview process.

Pembrokeshire

Strongly Agree

Agree

Disagree


☐ Easy to access information about the job **40%**
☐ Easy to access information about the job **58%**
☐ It was made clear how I would need to prepare for the interview **19%**
☐ Hiring Manager was friendly & professional **65%**
☐ Hiring Manager was friendly & professional **37%**
☐ I was happy with the time between the interview and the job offer **2.5%**
☐ It was easy to apply for the job **59%**
☐ It was easy to apply for the job **40%**
☐ I was happy with the time between the interview and the feedback **2.5%**
☐ It was made clear how I would need to prepare for the interview **43%**
☐ It was made clear how I would need to prepare for the interview **37%**
☐ I felt welcomed on arrival for the interview **60%**
☐ I felt welcomed on arrival for the interview **36%**
☐ I was happy with the time between the interview and the job offer **59%**
☐ I was happy with the time between the interview and the job offer **37%**
☐ I was happy with the time between the interview and the feedback **59%**
☐ I was happy with the time between the interview and the feedback **37%**
Carmarthenshire

Strongly Agree

Agree

Disagree


☐ Easy to access information about the job **36%**
☐ Easy to access information about the job **45%**
☐ It was made clear how I would need to prepare for the interview **18%**
☐ Hiring Manager was friendly & professional **55%**
☐ Hiring Manager was friendly & professional **48%**
☐ It was easy to find all the information about the job **20%**
☐ It was easy to apply for the job **45%**
☐ It was easy to apply for the job **48%**
☐ I was happy with the time between the interview and the feedback **6%**
☐ It was made clear how I would need to prepare for the interview **31%**
☐ It was made clear how I would need to prepare for the interview **50%**
☐ I felt welcomed on arrival for the interview **59%**
☐ I felt welcomed on arrival for the interview **40%**
☐ I was happy with the time between the interview and the job offer **53%**
☐ I was happy with the time between the interview and the job offer **40%**
☐ I was happy with the time between the interview and the feedback **45%**
☐ I was happy with the time between the interview and the feedback **45%**

Ceredigion

Strongly Agree	Agree	Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Easy to access information about the job 24%	<input type="checkbox"/> Easy to access information about the job 65%	<input type="checkbox"/> It was made clear how I would need to prepare for the interview 7%
<input type="checkbox"/> Hiring Manager was friendly & professional 51	<input type="checkbox"/> Hiring Manager was friendly & professional 49%	<input type="checkbox"/> It was easy to find all the information about the job 10%
<input type="checkbox"/> It was easy to apply for the job 44%	<input type="checkbox"/> It was easy to apply for the job 51%	<input type="checkbox"/> I was happy with the time between the interview and the feedback 3.5%
<input type="checkbox"/> It was made clear how I would need to prepare for the interview 37%	<input type="checkbox"/> It was made clear how I would need to prepare for the interview 51%	
<input type="checkbox"/> I felt welcomed on arrival for the interview 58%	<input type="checkbox"/> I felt welcomed on arrival for the interview 41%	
<input type="checkbox"/> I was happy with the time between the interview and the job offer 58%	<input type="checkbox"/> I was happy with the time between the interview and the job offer 37%	
<input type="checkbox"/> I was happy with the time between the interview and the feedback 58%	<input type="checkbox"/> I was happy with the time between the interview and the feedback 37%	

Note: The vast majority of responders for all locations provided positive feedback on the professionalism and friendliness of the hiring managers, the welcome on arrival for the interview and the ease of completing the application documentation.

There were some concerns shared relating to the ease of accessing the application information, particularly from responders in Carmarthenshire, whilst the timescales for providing feedback from the candidate interview were also noted as a slight concern.

The only area of the application and interview process that was consistently noted as requiring some form of improvement was the clarity of information relating to supporting the candidate on how they should prepare for the job interview.

Supporting a candidate to prepare for an interview could include a descriptor on what to expect from the selection process that provides guidance on how long it will take, what technology (where relevant) will be used, information about the structure of the interview e.g., values-based scenarios on the attributes and behaviours needed in the job only, or how responses are scored using a rating system, the type of any assessment they will undergo etc.

Employers should also check whether the applicant has any need for adjustments due to a disability.

5.2 Creating a positive workforce culture

Responders were asked to rate their current working environment against six pre-defined statements using the following rating:

1. Strongly agree
2. Agree
3. Somewhat agree
4. Disagree

The tables on the next page details on the collective total of responses for each of the six statements by location.

Ceredigion

<u>Statement</u>	<u>Strongly Agree</u>	<u>Agree</u>	<u>Somewhat Agree</u>	<u>Disagree</u>
I work within a positive organisational culture, where I am supported and valued for my contribution	31%	41%	17%	11%
My employer has a strong reputation for being a good employer which means that existing staff spread the word and attract like minded people, that 'fit' the organisations values to apply for our vacancies.	20%	51%	24%	5%
My employers approach to attracting and recruiting staff is based on finding people with the right values and behaviours, as they see this is more important than finding staff who are already qualified or have a range of skills and experience	20%	51%	10%	19%
In my organisation investing in staff should not be a tick box exercise, my manager is keen to find out what support I need and then explores the best ways of addressing it.	27%	44%	17%	10%
My employer feels that it's important to ensure that all staff understand and uphold the values of the organisation, by creating a positive and open environment where staff feel happy, can be themselves and grow and develop.	41%	41%	13%	5%
My employer maintains high levels of staff motivation by supporting staff development, tackling performance issues and developing a culture of shared ownership over successes.	32%	32%	28%	8%

Carmarthenshire

<u>Statement</u>	<u>Strongly Agree</u>	<u>Agree</u>	<u>Somewhat Agree</u>	<u>Disagree</u>
I work within a positive organisational culture, where I am supported and valued for my contribution	25%	31%	40%	4%
My employer has a strong reputation for being a good employer which means that existing staff spread the word and attract like minded people, that 'fit' the organisations values to apply for our vacancies.	15%	43%	37%	5%
My employers approach to attracting and recruiting staff is based on finding people with the right values and behaviours, as they see this is more important than finding staff who are already qualified or have a range of skills and experience	28%	25%	31%	16%
In my organisation investing in staff should not be a tick box exercise, my manager is keen to find out what support I need and then explores the best ways of addressing it.	29%	25%	35%	11%
My employer feels that it's important to ensure that all staff understand and uphold the values of the organisation, by creating a positive and open environment where staff feel happy, can be themselves and grow and develop.	31%	28%	25%	16%
My employer maintains high levels of staff motivation by supporting staff development, tackling performance issues	15%	43%	25%	17%

and developing a culture of shared ownership over successes.				
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Pembrokeshire

<u>Statement</u>	<u>Strongly Agree</u>	<u>Agree</u>	<u>Somewhat Agree</u>	<u>Disagree</u>
I work within a positive organisational culture, where I am supported and valued for my contribution	50%	27%	17%	6%
My employer has a strong reputation for being a good employer which means that existing staff spread the word and attract like minded people, that 'fit' the organisations values to apply for our vacancies.	43%	30%	17%	10%
My employers approach to attracting and recruiting staff is based on finding people with the right values and behaviours, as they see this is more important than finding staff who are already qualified or have a range of skills and experience	45%	24%	23%	8%
In my organisation investing in staff should not be a tick box exercise, my manager is keen to find out what support I need and then explores the best ways of addressing it.	44%	26%	18%	12%
My employer feels that it's important to ensure that all staff understand and uphold the values of the organisation, by creating a positive and open environment where staff feel happy, can be themselves and grow and develop.	47%	31%	15%	7%
My employer maintains high levels of staff motivation by supporting staff development, tackling performance issues and developing a culture of shared ownership over successes.	38%	33%	17%	12%

Note: A positive workplace culture attracts talent, drives engagement, impacts positively on the morale and wellbeing of the workforce as well as affecting individual and team performance².

As the tables show ratings for all six of the statements varied both in terms of the individual scoring and between each of the three locations.

For Ceredigion the majority of responders agreed that managers invested in staff development and explored the best ways of addressing the learning needs, they also generally agreed that a positive and open working environment existed where staff feel happy and are accepted as an individual.

Values based attraction and recruitment practices, developing an organisation to be an employer of choice and the maintenance of motivation aligned to consistently tackling performance issues were the most frequently rated statements by responders as requiring improvements.

In Carmarthenshire the overall percentages for each statement were more evenly distributed with over 50% of all responders either strongly agreeing with, or agreeing with

² Skills for Care: Creating a positive workplace culture toolkit. October 2021

each of the six statements, however, all six statements also received a collective score of between 25% - 40% for the 'Somewhat agree' rating.

Values based attraction and recruitment practices, valuing staff for their contribution and the reputation of the employer were the factors that responders rated highest as requiring further improvements.

In Pembrokeshire all six statements received a combined score of 69% for both 'strongly agree and agree' with a positive workforce culture, role modelling and 'upholding the company values and creating an open environment where staff feel happy and can be themselves' as the highest rated statement

Again, the statement on values-based attraction and recruitment practices and the maintenance of motivation (aligned to consistently tackling performance issues) were the most frequently rated statements by responders requiring improvements.

6. What would attract people to work in the care sector

An important aspect of the attraction and recruitment project was to seek the views of local people who have never worked in social care about the following:

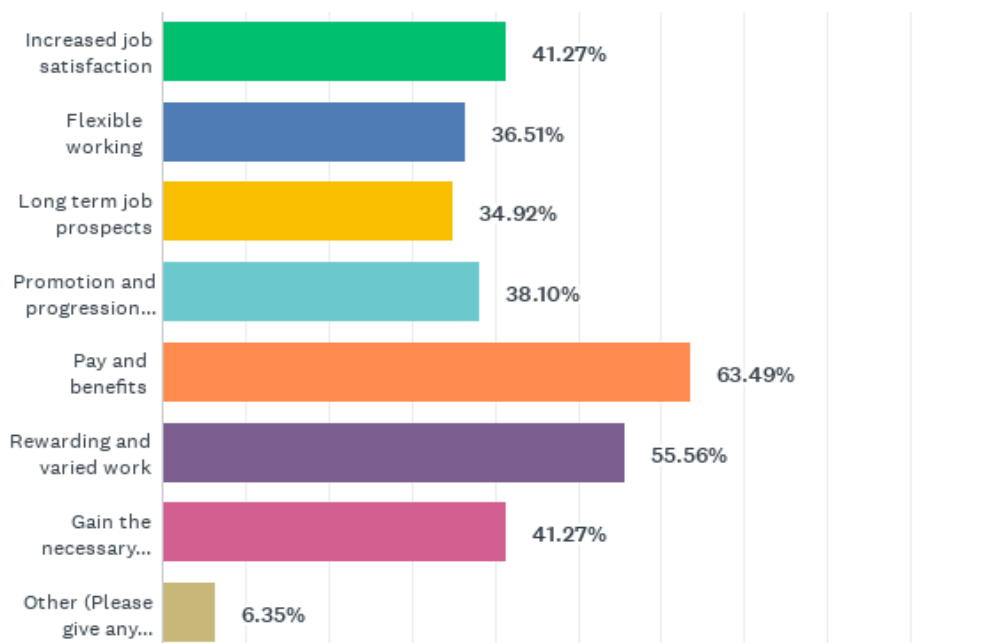
- What would motivate them to consider applying for a job in the sector.
- What does/would put them off applying for a job in care
- What would be their preferred method of application for a job

The information below provides an overview on the responses to these questions, however, please note that for both Carmarthenshire and Ceredigion the questions in this section were answered by a limited number of people who are currently working in the care sector only. For Pembrokeshire 15 people who do not currently work in the sector responded. Therefore, the data below is primarily related to the responders from Pembrokeshire unless otherwise stated.

6.1 What would motivate you to consider applying for a job in care?

Responders were asked to rate their top three reasons relating to the question from a pre-determined set of factors, however the opportunity to provide a further written response was also available.

The chart below provides a summary of the collective total responses to this question



Note: Whilst pay and benefits was ranked as the highest motivational factor the additional comment's from responders provides further insight into the rationale, a significant number of responders seem to have chosen 'pay and benefits' based on the notion that if the current rate of pay was increased then this would be a strong motivational factor. For others the value and reward of the work itself is a potential motivation factor with increased job satisfaction and gaining the required qualification as the equal third highest ranking.

6.2 What deters people from considering applying for a job in care?

The second question asked responders about what does, or would, put them off considering applying for a job in care.

The chart on the next page a summary on the responses as percentages based on the number of occasions the reason was cited.

Pay and benefits was by far the biggest factor that would deter responders to consider applying for a job in care.

The complexity of the issue linked to income, and thus the ability of employers to fairly reward employees, is highly dependent on the level of Welsh government funding. For example, homecare providers in many areas across Wales are reporting that the national legal minimum wage of £8.91 per hour (for workers aged 23 and over) is insufficient to attract and retain skilled care workers and a wage equivalent to NHS Band 3 healthcare assistants of £11.14 per hour, is required.³

Carmarthenshire and Pembrokeshire are paying an average price at, or above the Homecare Association's Minimum Price for Homecare of £21.43 per hour and Ceredigion also add on £1 per hour to their lowest and highest prices (in addition, to the average price for Ceredigion) for a COVID rate.

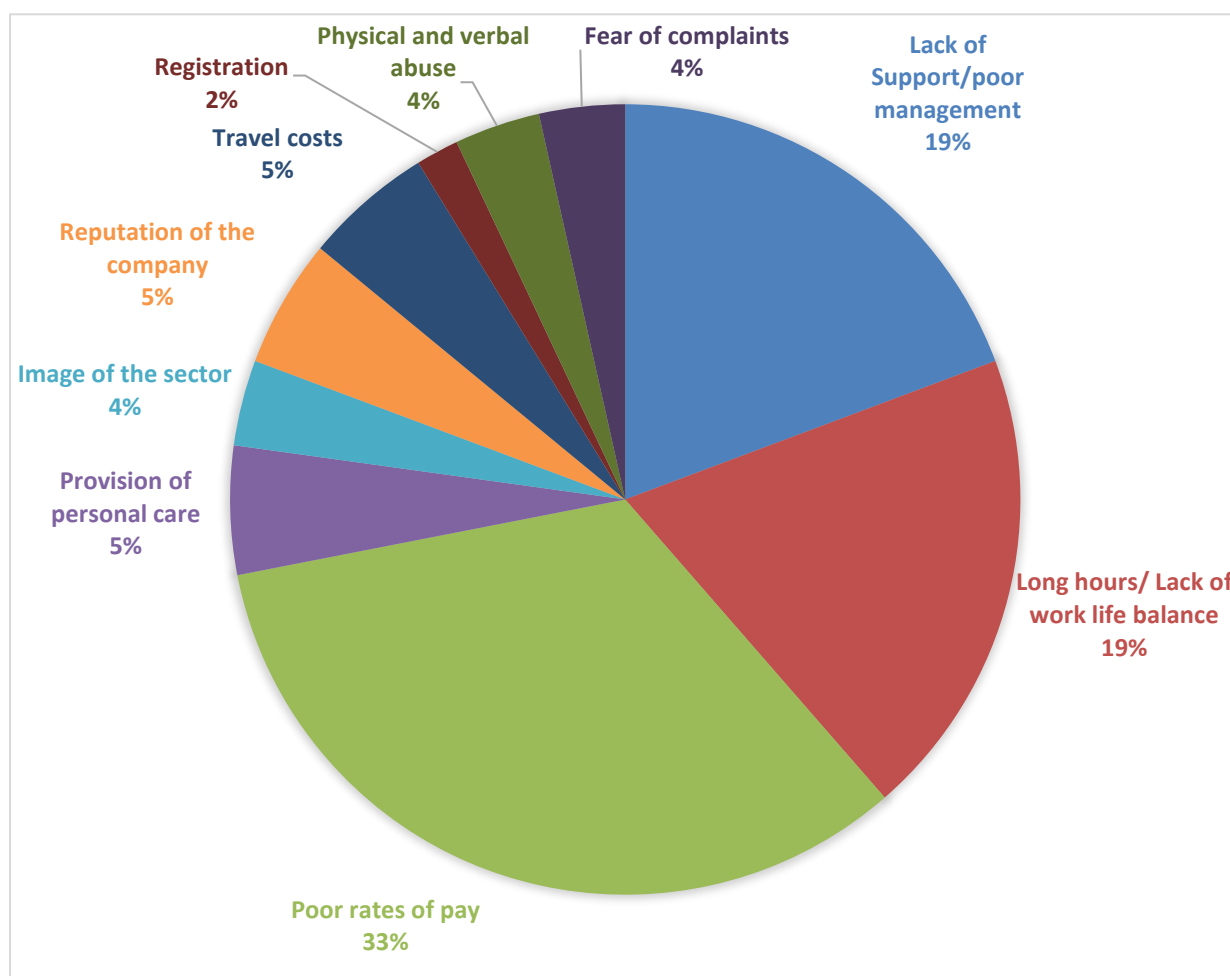
The other frequent factors were the concerns relating to a lack of support with responders citing anecdotal accounts of poor leadership and management linked to the reputation of the employer to the perception of the work itself being primarily about providing personal care.

Also, long working hours linked to a perception of working within rigid rotas that impact on the work life balance of staff and travel time/mileage that is not financially recompensed were frequently cited as a major barrier.

The chart on the next page provides a summary on the responses (in percentages) based on the number of occasions the reason was cited.

³ National Homecare Association: The Homecare deficit 2021: Fourth edition October 2021.

What deters people from considering applying for a job in care pie



Note: The responses do provide a degree of insight into the levels of understanding/perception of the general public regarding the diversity and remit of care work in Wales.

These views may be influenced by the way the sector is represented in the media in comparison with the NHS. However, the opinions of responders could also be based upon the extent to which the public's opinions are also influenced by word of mouth, and personal experiences of friends and family members.

The Social Care Wales national recruitment campaign 'We Care Wales' highlights the breadth of career opportunities in care, from childminders and nursery practitioners to home care co-ordinators and care home managers, however in the WWCP provider workshop we listened to the views of managers and staff, the majority of whom, were not aware of the recruitment resources available to support them with local recruitment activities.

The 2022 campaign provides an opportunity to increase the awareness of the resources available along with the attraction and recruitment self-assessment tool that was shared with providers during the workshop so to evaluate the impact and suitability of local recruitment arrangements.

6.3 Preferred method of application

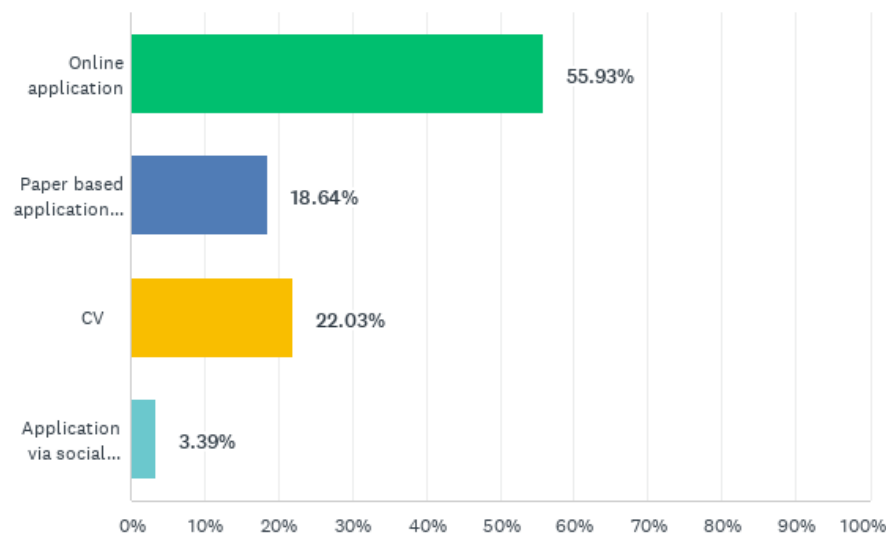
The final question for responders who are not working in care asked for feedback on their preferred method(s) of application for a job in care. The table on the next page provides a summary of the preferred application methods.

Online applications proved to be the most popular media of application followed by the submission of a C.V.

Of note was the limited number of responders with a preference in the use of social media as an application tool. Social media sites such as Facebook, Twitter, Instagram, LinkedIn, and other similar online spaces do however offer various platforms for connecting and sharing information with the ability to either host or link to a recruitment portal.

The costs incurred, and accessibility and maintenance of this media may serve as a barrier at present. However, a number of providers shared examples of how they use social media as a marketing tool to attract potential applicants who are then guided to a website or a phone number to apply.

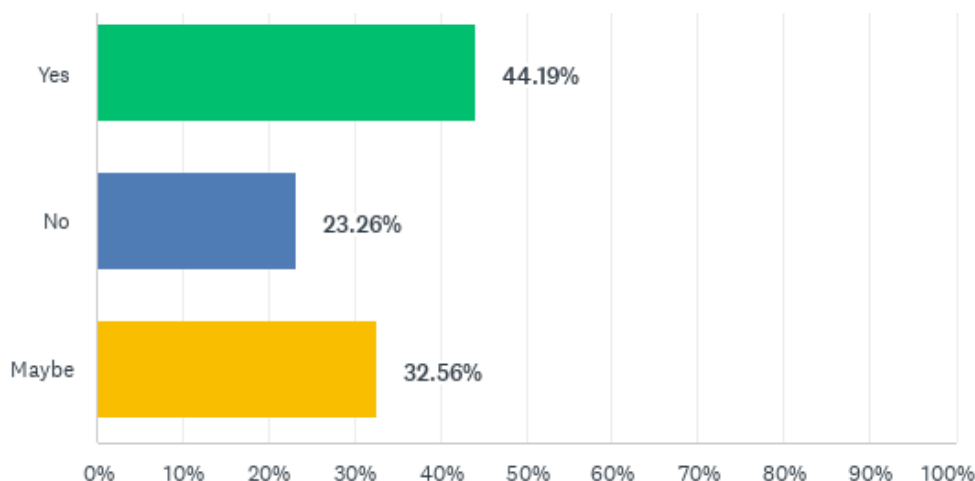
What would be your preferred method of application when applying for a job in care?



7. Attraction and recruitment of people who have previously worked in care

The final section of the questionnaire provided an opportunity for individuals who no longer work in care with an invitation to comment on whether or not they would consider returning to work in the sector?

The chart on the page below shows that 44% of responders would consider returning to work in care, with an additional 32% who may consider returning.



These figures provide a potential opportunity for the region to consider how best to engage with, and attract, individuals to return to work in the sector using the data presented in this section as a guiding factor.

7.2 Most and least enjoyable aspects of the last position held in care

Responders were also asked to provide information on what they enjoyed most and least about their last job and the details are shown in the tables below.

The breakdown on the location of responders is as follows:

- **43** responses were submitted from Pembrokeshire, (this includes the views of 28 responders whose working status is unknown)
- **10** from Ceredigion
- **23** from Carmarthenshire

Please note that 70% of responders quoted more than one reason which is reflected in the scoring for both tables.

Most enjoyable aspects of previous job	Number of times quoted Carmarthen	Number of times quoted Ceredigion	Number of times quoted Pembrokeshire
Flexible working and/or Consulted on shifts with managers	2	2	1
Pay and benefits	0	2	
Feeling valued	4	1	1
Management support	0	2	4
Job satisfaction	4	1	5
Workplace culture	4	3	7
More time with residents, children, or adults	4	4	15
Making a positive difference to a child/adults wellbeing	8	3	16
Supporting or developing staff	3	0	6

Least enjoyable aspects of last job	Number of times quoted Carmarthen	Number of times quoted Ceredigion	Number of times quoted Pembrokeshire
Long and/or unsociable working hours	6	2	12
Pressure of workload			
Low pay	4	2	6
Not feeling valued	2		3
Lack of management support	3	0	5
Workplace culture	2	2	5
Physical and/or verbal abuse from clients	1	0	2
Bullying from managers or other staff	0	0	4
Time restraints between calls	2	0	2
Lack of support linked to wellbeing e.g., Risk of burnout	2	0	3
Lack of resources	1	0	1

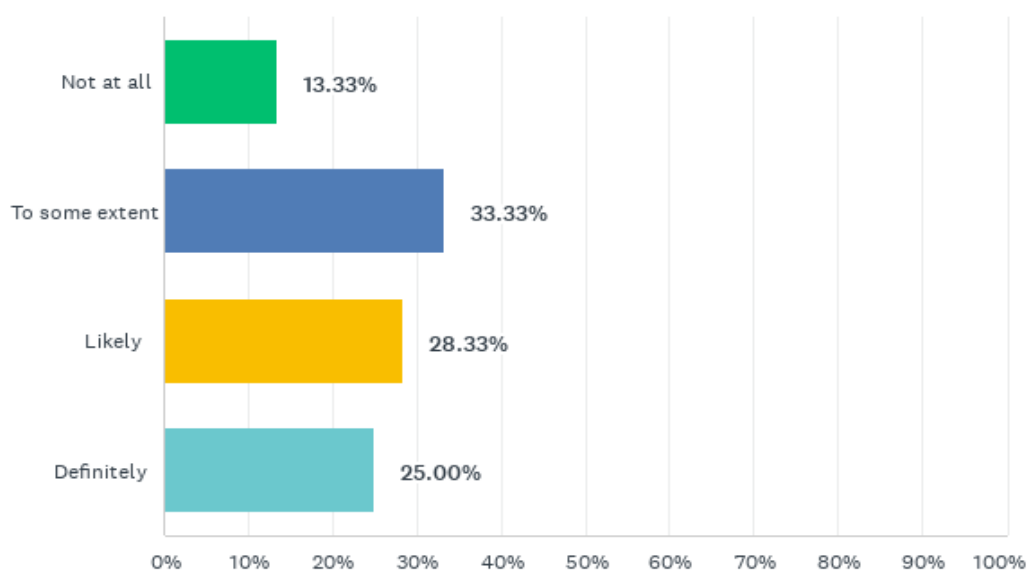
7.2 Likelihood of recommending working in care.

Responders who were considering returning to work in care were asked how likely they would be to recommend working in care to a friend or family member.

93 responses were submitted using the following categories:

- Not at all
- To some extent
- Likely
- Definitely

The total responses for each category are shown in the chart below



Note: The majority of responders are likely, or to some extent, to recommend working in care, this presents a potential opportunity for the West Wales Care Partnership to undertake further engagement activity with this cohort of people to offer guidance and support in transitioning back to working in care following parental leave, time off for caring, sickness or several years out of the workplace for example.

Returning to work in care can be daunting for some people and having access to a care ambassador or a work coach with someone who has “returned” for practical advice and navigating the emotional journey before, during and after returning may be invaluable. Also worthy of consideration is a returner support pack and/or toolkits that may also reduce this barrier for the returner and the potential team around them.

8. Recommendations

The following recommendations take into account the key findings taken from the survey responses to support attraction, recruitment and retention:

Attraction

1. When advertising posts there is a need to consider the job titles used so as to ensure potential candidates can glean what the role will be.
2. When advertising information about the range of opportunities within the organisation clarity is needed so that potential candidates can see there is job variety available in terms of career progression and development.
3. When advertising posts include details about the impact the post holder can have on people's lives is essential. This can be supported with quotes from existing/ previous staff about their experiences of employment and the impact they have/ have had.
4. Ensure that the advertisement describes the values of the organisation and what this means in terms of a positive workforce culture e.g., briefly describe some of the work the organisation has been doing to make the company a great place to work
5. Clearly describe the lived experience of the worker (what it's really like to work in care)

Recruitment

1. Development of easy to understand, accessible and timely recruitment processes for all potential candidates. For example, supporting a candidate to prepare for an interview could include a descriptor on what to expect from the selection process that provides guidance on how long it will take, what technology (where relevant) will be used, information about the structure of the interview e.g., values-based scenarios on the attributes and behaviours needed in the job only, or how responses are scored using a rating system, the type of assessment they will undergo etc
2. Ensure all provider organisations are aware of, and have access to, the recruitment resources available through initiatives such as We Care Wales
3. Shorten job descriptions (JD) – Maximum two pages and very short sentences: Maximum of 700 to 2000 characters that only list the key responsibilities of the job with an ideal length of 8-10 short bullet points and do the same for personal qualities
4. Include an honest statement in the JD of the challenges and the required behaviours

5. In the JD it is important to convey the key benefits that differentiate the company from others and make it a 'unique opportunity'. What is it that makes the workplace culture unique?
6. Integration of values-based recruitment into all recruitment activities and processes, which could include a values-based assessment tool that helps people find out what it's really like to work in the sector and test whether they're suited to it. Social Care Wales: A Question of Care is freely available here: [Social Care Wales: A question of care](#)
7. Aim to have no more than 'ten' criteria to be assessed at the application stage.

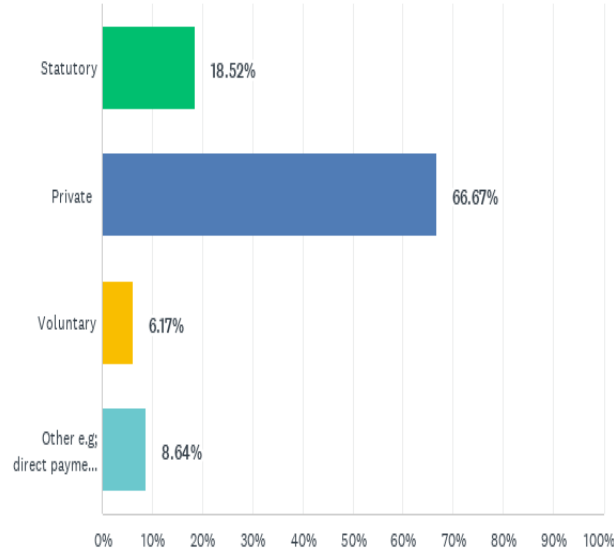
Retention

1. Review the skills of the ageing workforce and look at other career opportunities e.g mentoring and coaching new staff
2. Development and implementation of a mental health support package of support for all staff
3. Development of support packages to enable staff to transition back to working in care following parental leave, time off for caring, sickness or several years out of the workplace for example. This could be enhanced through a care ambassador or work coach programme who has 'returned to work' and can provide practical and emotional support before, during and after returning to work
4. Review/evaluate effectiveness and consistency of performance management processes
5. In partnership with Social Care Wales offer support and development for managers on role modelling the national compassionate leadership principles. There are a range of tools and resources freely available here: [Compassionate Leadership Principles resources](#), these include tools on: How to handle difficult conversations at work, managing difficult behaviour, compassionately managing conflict to healthier relationships and leading teams at a time of crisis.

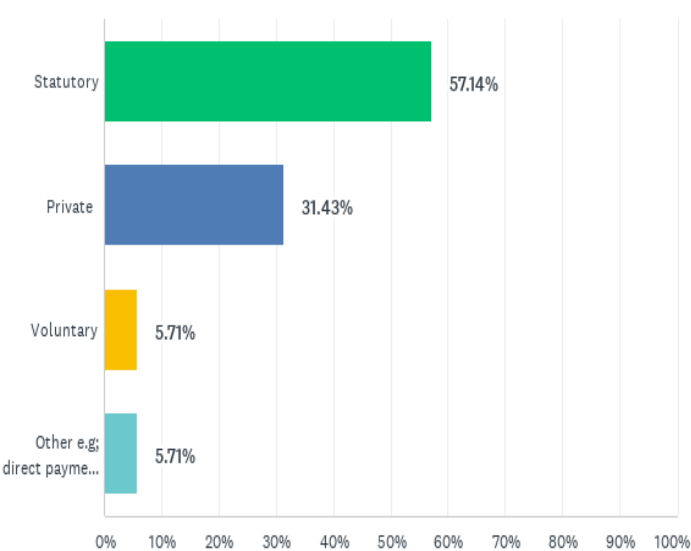
Appendix

1. Total number of responders (as a percentage) based on the status of the organisation

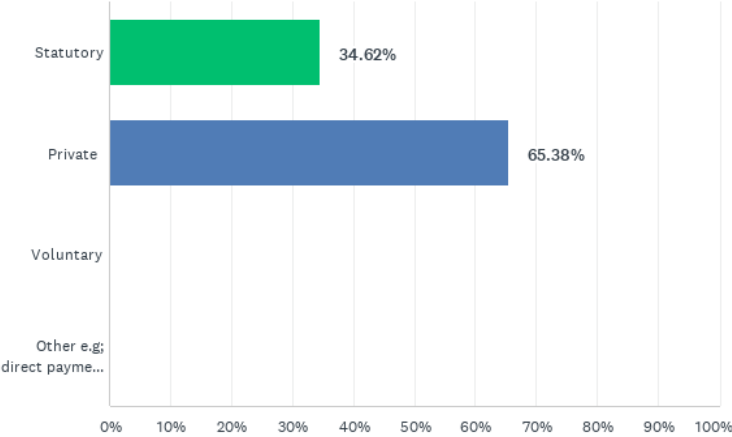
Pembrokeshire



Carmarthenshire

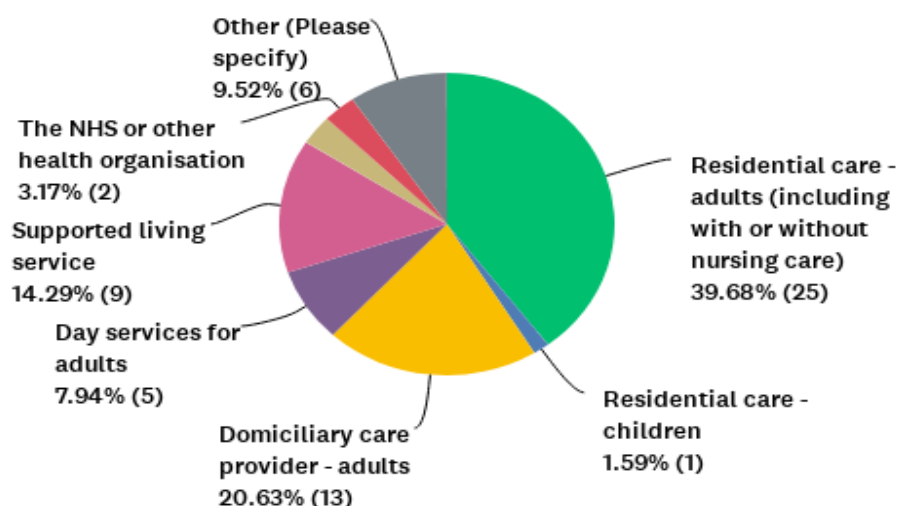


Ceredigion

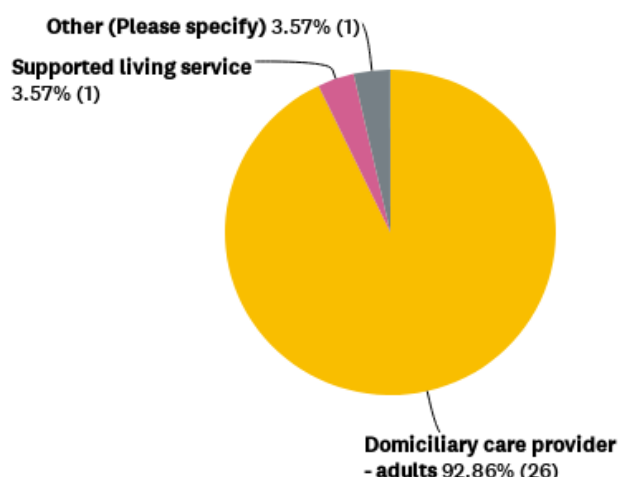


2. Total number of responders (as a percentage) based on the type of service provision

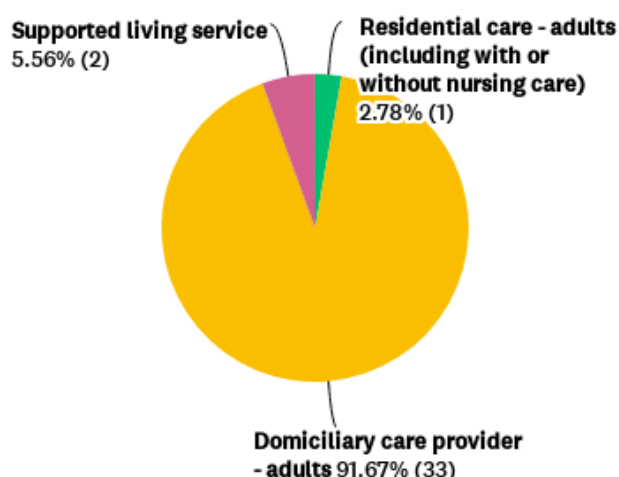
Pembrokeshire



Ceredigion



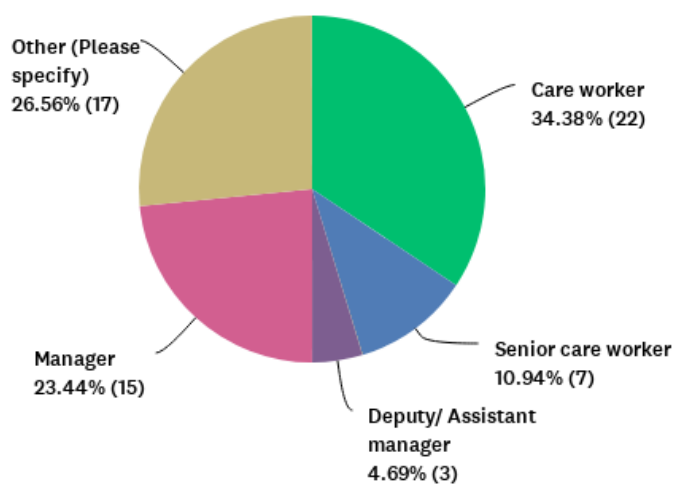
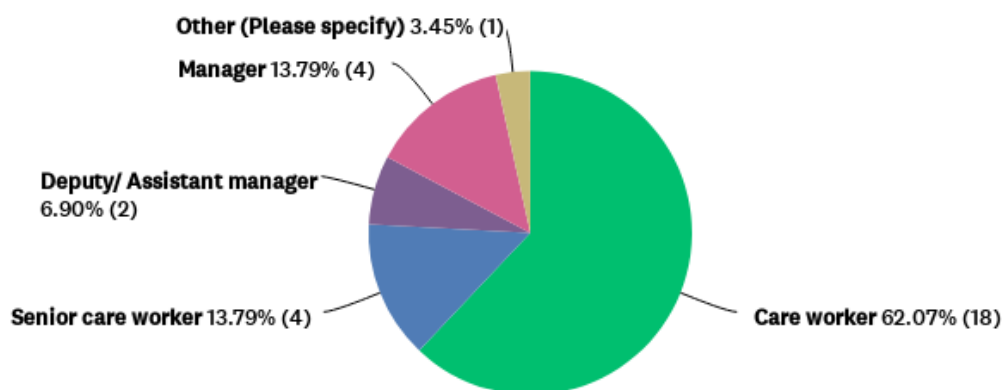
Carmarthenshire



3. Role within the organisation

Responders were asked to provide information on their role within the organisation, the role of care worker received the largest percentage, followed by manager and 'other' roles, these included:

- Floating support NHS agency worker
- Office based registered nurse
- Administration assistant
- Complex care assistant
- Cook/Support worker (dual role)
- Commissioner
- Responsible Individual
- Project Officer

PembrokeshireCeredigionCarmarthenshire