

# UK Care Sector Retention: Better or Worse?

# Introductions



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# Our Services: Recruitment and Workforce Solutions

Campaign Management

Complete Outsourced  
Recruitment

Early Talent Recruitment

Bank Management &  
Neutral Vendor Managed  
Services

Retention Services  
(Exit & Retention  
Interviews)

Contingent Recruitment  
(Individual vacancies)

Care Character  
Psychometric  
Assessments

Applicant Tracking  
Systems

Research & Audits



## DID YOU KNOW?

In our survey of over 2200 leavers, we found that **49.5%** of them were moving on to a **different industry** over the last three years

An estimated 152,000 vacancies in 2022/23 for adult social care

Skills for Care

Turnover rate of directly employed staff working in adult social care was **30%** in 2022/23

# Our Source



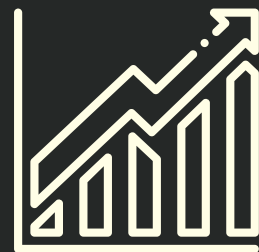
**4900 Interviews**

New starters and leavers



**1600+ survey responses**

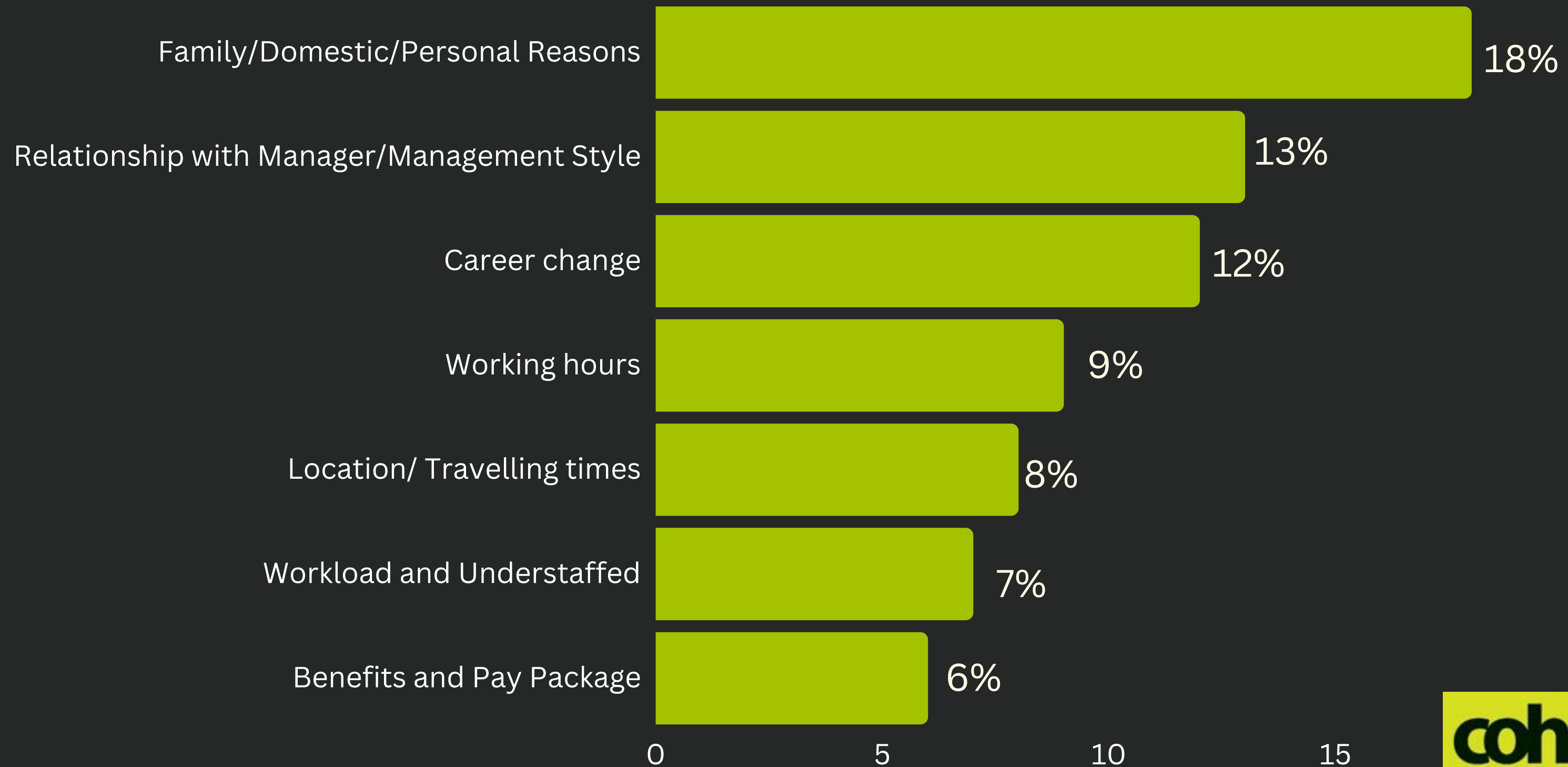
Applicants to Care



**3 years of Data**

2020-2023


# What were your main reasons for leaving?



“ I had a baby and am unable to return to work due to childcare and funding.”

“I was a bank worker on a zero hour contract and there were no shifts for me to pick up.”

“No managerial support - No support from the company. No professional support provided.”



We have personified these comments to  
get a deeper understanding

MEET THE CARE PROFESSIONALS



# Meet the Care Professionals



**LISA**



**MAXINE**



**OLU**



# LISA

Working in care for 10 years

Extensive knowledge of the sector

Valued member of the team

Helps train new recruits and lead the team



## Problem

Change in circumstances due to Childcare responsibilities. No longer able to work a late shift. Losing Lisa could result in a mistrust between management and the team as Lisa has built strong working relations.

# Why we should help the multitude of LISAs?



Adult social care workforce continues to be made up of around **82%** female workers who can relate to Lisa



Family and Domestic reasons is the top reasons for leaving and while some of it is inevitable, we can retain a good number by offering flexibility



# LISA

Working in care for 10 years

Extensive knowledge of the sector

Valued member of the team

Helps train new recruits and lead the team



## Solution

- Find flexibility to keep her
- Solve the shift puzzle by filling the gap
- Make use of the bank
- Open dialogue about flexible working
- Try to have open honest conversations



# Maxine

Very excited to begin her Care Career  
Enrolled onto her QCF Level 2.  
Eager to grow, learn, and progress



## Problem

Maxine has expressed to her Manager that she is eager to grow, learn, develop and progress both personally and professionally. Manager doesn't feel confident having the development conversations.



# Why we should help the multitude of MAXINEs?



Over **60%** of individuals we spoke with, shared that opportunities to develop being available were important to them



**Management style** is consistently listed as the top choice for what care employees liked least about their role and also the top reason for what organisations would need to change for them to consider returning to their roles



# Maxine

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## Solution

- Explore individual learning routes. Start learning early! Online learning in the onboarding process.
- Discuss learning and development during first few 1-2-1s and on an ongoing basis.
- Use Care Character - <https://carecharacter.com/>
- Train line managers in conducting stay interviews.
- Offer buddies and mentors.

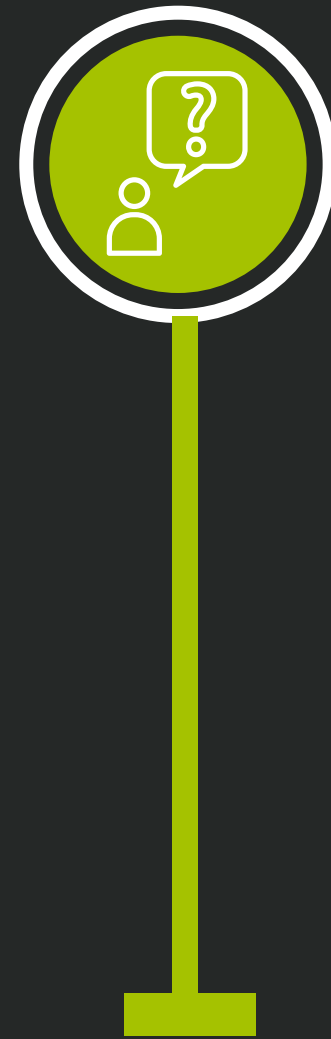


OLU

19 - year old

Health and Social Care Student

Working in a Bank position



## Problem

Olu plans to work in care for an expected 3 years alongside his studies. His induction was conducted by an agency worker, and he has not yet received his uniform. As he is a bank member of staff, priority is given for permanent members.



# Why we should help the multitude of OLU's?



Turnover rate amongst those aged under 20 years was **52.6%** compared to **24.0%** for those aged 50-59

Skills for Care



**46.05%** of candidates reported they were likely to recommend someone else to work at their organisation



# OLU

19 - year old

Health and Social Care Student  
Working a Bank position in Care



## Solution

- Positive pass-through: Olu will work for three years so you need to make sure that it's the best that it can be.
- Fix your induction and onboarding process and don't make assumptions that he doesn't need help.
- Look into providing a buddy or extra-support.

“ I had a baby and am unable to return to work due to childcare and funding.”

“There was never any thanks from my Manager”

“Shifts were not allocated on regular basis and no pattern to them.”

“I didn't see any progression whilst I was there, I was there for about 2 years. That was the only thing.”

“ I needed something that was more flexible with hours to return to college”

“I was a bank worker on a zero hour contract and there were no shifts for me to pick up.”

“For me I always wanted to work for company. I was very happy to join but it was a big disappointment. Only fond memories are with residents and colleagues but that was overshadowed by the lack of support. I've been let down.”

“I was really disappointed in the company due to the lack of induction and support. The initial training and onboarding was good but once I started I was just abandoned. There was no support.”

“No managerial support - No support from the company. No professional support provided.”

# What can we do?



**Over 36% of care workers still haven't had a review meeting with their manager by week 8 of employment**

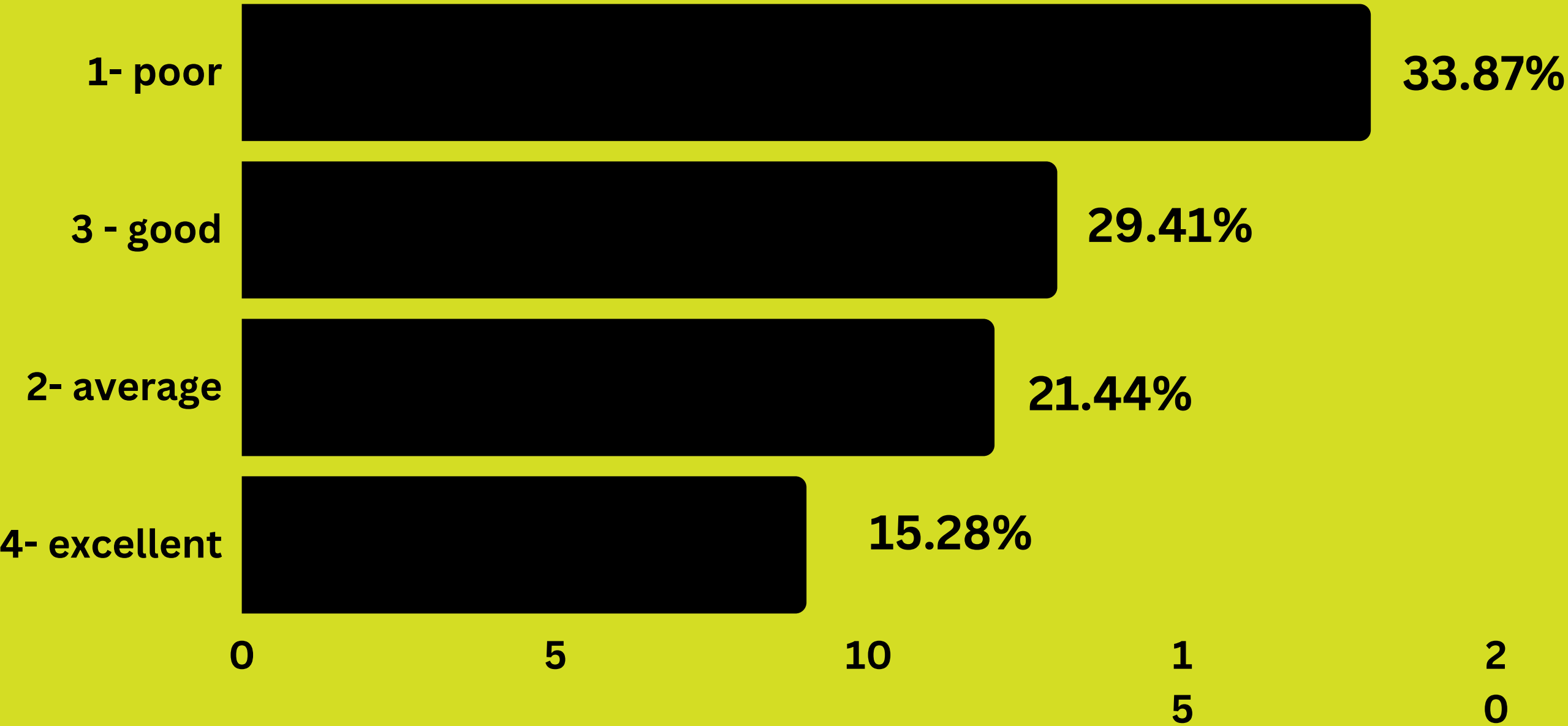


**The top three features important to candidates when searching for a job are 'job satisfaction', 'training and development opportunities', and 'good work/life balance'.**

# What can we do?



When asking leavers to rate whether they felt valued by their company, the results are as follows:



# On the bright side



Over 55% of care employees chose “Contact with the individuals we support” as their top response for “What did you enjoy most about your role?”



“Type of Work” is consistently the top reason for what attracts care employees to their role in the last 3 years of data.

# Case Study



Home > News and events > Blogs and articles > How we reduced turnover from 92% to 3% in two years

## How we reduced turnover from 92% to 3% in two years

28 Sep 2023 • 5 min read • Barry O'Driscoll • [Share](#)

## Signature achieves 96% retention with new regional carer role

By **Sam Lewis** January 26, 2024

**CARE HOME**  
PROFESSIONAL





# Recap

- ✓ Get the recruitment process right (Values based)
- ✓ Ensure inductions of new staff are good quality
- ✓ Retention strategy
- ✓ Know your data – conduct retention / stay / exit interviews
- ✓ Forward planning - better rotaring – build in flexibility
- ✓ Support for managers to manage their team





# Thank you...

Questions