

National Care Forum

Leading the Way: The Distinctive Contribution of the Not-for-Profit Sector in Social Care

Paper 1: People

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1 Introduction

The Institute of Public Care, Oxford Brookes University (IPC) has been commissioned by the National Care Forum (NCF) to produce a series of three papers which provide an overview and practical examples from NCF members of the distinctive contribution made by the not-for-profit sector to social care. The three papers cover:

- People: not-for-profit organisations as good employers.
- Innovation: not-for-profit organisations as deliverers of innovative and creative new forms of care.
- Value: not-for-profit organisations as providers of added value and social capital.

This first paper focuses on the distinctive contribution that the sector makes to employment practice, and why it is such an attractive sector within which to work.

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Paper 1: People

1 Introduction

This is one of three related papers which explore the distinctive contribution which the not-for-profit sector makes to social care. It explores the importance of an effective and committed workforce in delivering good quality care, and shows how the not-for-profit sector is leading the way in developing sustainable policy and best practice.

The social care workforce is tremendously important. In its' national workforce strategy Skills for Care said that *'There are an estimated 1.75 million paid jobs in adult social care in England.'* Of this, it estimated that over 70% involved providing direct care and support, and that over two-thirds of all jobs were in the independent sector.¹ The increase in life expectancy, particularly of people with disabilities, and the associated growth in age-related illness and disability (such as dementia and other long-term conditions) are stimulating greater demand for social care, and this is likely to continue for the foreseeable future, requiring a larger and more effective workforce.

The Government recognises this, viewing the workforce as a key part of its future vision for adult social care. It wants to see *'...a workforce who can provide care and support with skill, compassion and imagination, and who are given the freedom and support to do so.'*²

There are some major challenges. Funding for care has to be addressed and the Government needs to respond to the recommendations of the Dilnot Commission. Questions about the capacity and quality of the residential care market have been raised following the financial problems of the private sector Southern Cross in 2011 which left 35,000 residents

¹ Skills for Care (May 2011): Capable, Confident, Skilled, A Workforce Development Strategy

² Department of Health (November 2010): A Vision for Adult Social Care

across the country uncertain about continuing places in their care homes. Deep questions need to be asked about the quality of care that people should be entitled to, and what kind of organisations are best placed to ensure that those employed in the sector are able to provide that care.

This paper does not claim that the talent and commitment needed from the social care workforce can only thrive within not-for-profit structures. It does argue, however, that an ongoing commitment to supporting staff is a fundamental characteristic of the not-for-profit sector, and that this helps to ensure that the sector is able to remain at the leading edge of innovative workforce policy and good practice - particularly at a time of great change and financial pressures.

2 Why do People Want to Work in the Not-for-Profit Sector?

The not-for-profit sector workforce has been growing. Surveys undertaken in 2007 by Workforce Hub and NCVO³ have revealed a significant growth in the workforce in the previous decade, and at a higher rate than the public and private sectors. There are other changes too:

- Increased professionalisation of the sector - One-third of employees (33%) had a degree or equivalent qualification. Between 1996 and 2005 this had increased by 43%.
- A more female workforce - Over two-thirds of the workforce was female (69%), similar to the public sector (64%) but much higher than the private sector (40%).
- A higher proportion of part-time workers - Part-time employees accounted for 39% of voluntary and community sector employment - higher than in the public and private sectors (29% and 23% respectively).
- A higher proportion of disabled staff - Nearly one in five people (18%) working in the sector had a disability, higher than the public (14%) and private sectors (13%).

These characteristics are borne out by the National Care Forum's own annual surveys of staffing within its membership, which also noted some other strengths of the sectors workforce.⁴ The 2011 survey covered 48,037 staff from a wide range of member not-for-profit organisations. It showed a continuing rise in the rate of qualification of staff with over 65% of care staff qualified to NVQ 2 and almost 85% of managers achieving NVQ 4 level. The survey also showed a broad spread of ages, but with a strong emphasis on the employment of mature workers, with over 43% of staff aged over 46 years, and less than 16% aged under 25 years.

³ NCVO (2008) UK Workforce Hub

⁴ National Care Forum (2011) Workforce Statistics Survey

The study also showed a marked recent improvement in staff retention in the sector sector, with an increase to 20% of staff with more than 5 years of experience. It showed that people are staying with not-for-profit employers - the proportion of those leaving because of 'competition from other employers' had reduced from 8% in 2010 to 2.6% in 2011. This may be influenced by current economic conditions, but we think that in the long term the people that are needed to deliver good quality social care will be attracted to a sector which provides sustainable jobs and offers real development opportunities to the whole workforce, including those who are older and who have disabilities.

What is so attractive about the not-for-profit sector? We all want to work for organisations which offer a fair reward and make us feel proud about the work that we do. We think that many people working in social care recognise that not-for-profit organisations are able to offer this because:

- They have strong governance arrangements based on clearly stated social principles and values, and they re-invest surpluses to enhance and improve services.
- They are committed to creative and flexible employment, recruitment and retention practices which offer the best opportunities for employees to develop their skills and make a good quality contribution to the well-being and care of those they support.
- They share best practice in infrastructure and information sharing organisations, of which NCF is a leading example.

Below we explore why these qualities are important and, through examples, show how not-for-profit organisations are leading the way in employment practice.

3 Governance Which Promotes Long-term Investment in Quality Care

There are three characteristics of the not-for-profit sector which make it particularly appropriate for social care:

- Despite the technical differences between different legal entities, all not-for-profit organisations share the requirement to use any surpluses to the advantage of the organisations objectives. This encourages a genuine long-term commitment to social care, and helps to avoid the dangers of disinvestment or asset stripping experienced in other sectors.
- Similarly, and particularly with registered charities, members of governing bodies do not benefit financially from the activities of the organisation. By providing opportunities for people to serve in this way

organisations enhance social capital, and gain access to experienced and knowledgeable expertise often missing from other sectors.

- Most not-for-profit organisations have to comply with strict audit and reporting responsibilities. The Charity Commission has a strong commitment to ensuring that charities remain viable and sustainable. Members of Boards generally take this responsibility extremely seriously, and the result is a preponderance of organisations which are well-run, transparent and open to public scrutiny.

As we shall see through examples, this form of governance creates a culture in the sector which encourages organisations to uphold strong developmental values in their recruitment and retention of staff; use their flexibility to offer employment conditions designed to enhance the quality of care; and see employment practice as part of a long-term investment in care practice and service quality.

From chief executive to care worker, the governance arrangements of the not-for-profit sector promote a culture of long term investment in good quality care practice and continuing improvement.

4 Developing the Care Career Path

The Orders of St John Care Trust (OSJCT) operates 73 care homes in Oxfordshire, Wiltshire, Gloucestershire and Lincolnshire. OSJCT delivers care to elderly people of any background irrespective of race or religion in Nursing Home, Residential and Extra Care settings and employs 3,700 staff.

OSJCT believes strongly in a direct link between training investment, service quality and good staff retention. Accordingly it maintains a high commitment to staff training and development, with 4 Regional Training Managers, a Head of Qualifications and a QCF Centre with Assessors from within the organisation.

With a very high proportion of care staff trained to at least NVQ level 2, OSJCT regards formal qualification as crucial to quality as well as staff recognition and confidence.

As Paul Simons, head of training says, this approach to qualifications applies to all jobs within OSJCT and not just to care staff, and they have been successful in finding an appropriate NVQ or equivalent qualification for almost every member of staff.

OSJCT believes that many of its staff will continue to offer high quality service over many years if they are able to progress their careers with them, rather than having to move to seek advancement. It is very committed to the development of a supported career path for staff with leadership and

management potential. It operates three levels of leadership training:

- A 'Leaders of the Future' programme aimed at those identified early in their career with OSJCT.
- A Trainee Manager programme as a next stage for those who have gained supervisory experience.
- An ongoing leadership programme for all Managers.

The rationale for this overall approach is the belief that there are leaders at many different levels in OSJCT, that they need to set the tone of the organisation and that they are central to good quality performance and care. Many people who work in the care sector have a deep seated long-term commitment to care. Not-for-profit organisations such as OSJCT which share this commitment can help staff to develop their contribution, and to pass on their knowledge and experience to other throughout the course of their career.

Not-for-profit employers are taking a career – long perspective, encouraging the retention and development of good carers, good managers and good leaders for the future.

5 Focused Training in the Workplace

First founded as the Royal Surgical Aid Society in 1862, AgeCare now owns and operates four care homes in the Midlands and south of England, caring for some 200 older people, and providing dementia, nursing, residential and day care services.

In 2008 AgeCare decided to renew its investment in staff development. Staff Development Manager, Paula Craen reviewed the agency's approach and decided that there was a need for a more systematic, work-place focused approach based on competencies and a consistent scheme of assessment.

A programme was developed to deliver core statutory training, delivered through planned Focus Weeks for each care home. This enables training to be concentrated in an individualized and cost effective way. All members of staff are able to take part, with individual time slots, and with minimum impact on service continuity. Each care home has a Staff Development Facilitator, and the training sessions are backed up by Activity Books, with each member of staff expected to complete them to support their learning. Key training messages are reinforced by displays, posters and booklets.

The AgeCare training model is closely linked to evidence on performance-staff members are involved in performance assessment, and accident and incident reports are linked in to the process. The scheme also connects to

the agency's systems of appraisal and clinical governance. Following the successful introduction of core statutory training the development of competencies and focused training has spread to include a wide range of practice issues, including food hygiene, Fire Warden work and medication.

External inspectors have recognised the impact of the programme, and this supports the view of the organisation that this approach, based on long-term, consistent and systematic commitment to training is a key foundation of a high quality care service.

Not-for-profit organisations recognise that care work is skilled and complex, and that those delivering care need regular training. They are leading the way in investing in training to ensure that service users get the best possible care.

6 Finding the Right People and Inspiring Them

St Monica Trust provides a wide range of services for older people in the south west of England, and in 2011 supported 1,206 older people in its care homes and sheltered housing, as well as aiding 1,000 people with gifts or grants through its charitable funding.⁵

Zara Ross, Head of Care, regards high quality recruitment as critically important, and the Trust invests considerable time and effort in its recruitment processes for all grades of staff.

'We rely on much more than the interview- we get people to write, participate and engage. This is hard work, but it sorts out the people who have the capacity to give of themselves from those who are there just to get a job.'

The Trust also takes induction of new staff very seriously with a 15 day programme which includes all statutory skills but also the policies and value of the agency. New staff both shadow and are shadowed in their early stages, and the new worker can expect a good deal of support and feedback.

The overall St Monica Trust approach reflects a commitment to the idea of 'relational care'. This embraces the entire relationship between caregiver and care recipient, including the physical, social, emotional and spiritual dimensions of human connection. This approach is reflected in the Trust's person centred approach to staff support and development, and the belief that whatever the individual's role is they need to be 'inspired' as well as having the right skills.

⁵ St Monica Trust (2011) Annual Review

Crucial elements of ongoing support include regular good quality supervision, feedback on an ongoing basis, effective appraisals and a mixed approach to training, which makes use of a small central training team but also involves all managers and supervisors in contributing to the training programme.

Though sustaining this approach in difficult economic circumstances is challenging, it is seen as central to the values of the organisation, and represents longer-term good value in continuity, commitment and good levels of staff retention.

Not-for-profit organisations are leading the way in recognising the importance of staff who share their values, in valuing and inspiring them, and in supporting all aspects of their personal development, so that they in turn are able to give the best of themselves when supporting those they care for.

7 Flexible Employment Practice⁶

Lilian Faithfull Homes is a registered charity based in Cheltenham, Gloucestershire. It operates three residential care homes, one of which is a nursing and dementia home. It is fully committed to operating age neutral recruitment and retention policies, employing staff based on their ability to do their job regardless of age.

The chief executive, Steve Hughes, told the Employers Network for Equality and Inclusion (ENEI) that he believes a diverse workforce of varying ages brings with it different skills and experience, with older staff in particular bringing their life experience into their jobs. In practice this means, for example:

- A 77 year-old employee, responsible for laundry services and care duties who has had a perfect sickness record over the last 7 years.
- A 57 year-old employee recruited in recent years as manager for one of the Lilian Faithfull homes after a direct care career. Her success in the role is evidenced by her being a finalist for Registered Manager of the Year and a Lifetime Achievement Award in the manager of the year award competition in the Great South West British Care Awards 2011.
- A 67 year-old carer who also recognised she could no longer continue with her current duties but who was not ready to retire fully, and was given the opportunity to not only reduce her hours but to transfer from caring duties to being responsible for sewing and alterations.
- Nearly a third of Lilian Faithfull Homes' 212 staff are aged over 50⁷.

⁶ Case study summarised from the publication by Employers Network for Equality and Inclusion with DWP (2011) Effective Approaches for an Ageing Workforce.

⁷ As at November 2011.

The organisation is proud of its flexible practice and is convinced that this has contributed to good quality care for service users.

Flexible employment practice, being led by not-for-profit organisations across the country, helps to secure:

- A stable workforce and reductions in the cost of recruitment (the CIPD has estimated this to be at least £8,500 per vacancy⁸).
- Retention of organisational memory, experience and skills.
- High quality care from workers with life experience, patience and the ability to manage and cope with stress.⁹

8 Local Managers Leading Recruitment

The Fremantle Trust is a registered charity and not-for-profit organisation, originally established 20 years ago as a transfer organisation from Buckinghamshire County Council. It now provides a wide range of services for older people and adults with a learning disability, at 53 locations across Buckinghamshire, Milton Keynes, Bedfordshire, Berkshire, Barnet and Harrow and in individual domestic homes. It employs 1,700 staff and works with almost 2,000 people. Fremantle Trust operates in a very prosperous area of England and has a lot a competition for staff from other sectors. It has worked hard to develop all staff staff, to make remuneration attractive and to strengthen good local management.

Systematic training is seen as the starting point in delivering quality services and The Trust spends 2.5% of its income on training. Training costs are built into all service pricing. Fremantle has a central training team; it is an Investor in People organisation and has regularly had high review assessments for its training provision.

Carole Sawyers, Chief Executive, says that a high proportion of Fremantle Trust managers have been with the agency since its establishment in 1992. This continuity and experience is a major strength, and a significant factor in maintaining this stability has been the work undertaken in recent years to delegate as much formal responsibility as possible to local managers, including recruitment of staff.

While staff are motivated by the overall ethos and values of the agency it is recognised that the crucial motivating factors are the local services they work in, their relationships there, and the extent to which they are valued.

⁸ This includes £2,500 for recruitment plus £6,000 for turnover (vacancy cover, training and induction). CIPD (2011) Annual Survey Report, Resourcing and Talent Planning and CIPD (2009) Annual Survey Report, Recruitment, Retention and Turnover.

⁹ For further information on the value of older workers see Health and Safety Executive (2011) An update of the literature on age and employment.

The local manager is seen as the key to all those elements. The Trust has been flexible and creative enough to revise previous centralised recruitment and retention arrangements, and given full leadership responsibility to local care home managers to make decisions about staff recruitment and retention.

The Trust believes that this practice of encouraging local leadership has helped managers to maintain good staff retention, and to create high quality, successful care environments where residents are happy to live and staff are proud to work.

The not-for-profit sector is leading the way in supporting local care leaders to build services which meet the needs of the local community and drive up standards of care.

9 Terms and Conditions of Service

As commissioners and providers are all aware, pressure on prices in a competitive market at a time of major financial pressure is having an impact on the capacity to pay staff, the costs of which often constitute between 60-70% of overall budgets. The not-for-profit sector historically has not been able to offer the types of pay and conditions often seen in the public sector, but across the sector it is recognised that good terms and conditions for staff will have a benefit in the quality of care for service users. For example:

- In its 'Quality First' Framework, the National Care Forum includes a commitment to competitive wages and benefits.¹⁰
- Many not-for-profit organisations such as the Joseph Rowntree Housing Trust (JRHT) are committed to improving the remuneration of staff. JRHT is a charity and Registered Social Landlord which provides housing, care, retirement homes and supported housing. John Kennedy, Director of JRHT confirms that the Trust has a commitment to progressively raise employees above the national minimum income standard.¹¹
- The Salvation Army Older People's Service sets its wage levels at as high a level as it can manage and to ensure this subscribes to the Income Data Services Report every year. It also provides other benefits including 25 days holiday plus Bank Holidays, sick benefit and access to the Salvation Army Pension scheme.
- In addition to pay, many not-for-profit organisations support staff through other mechanisms such as enhanced national insurance contributions, increasing leave entitlements, payment for qualification and accommodation support.

¹⁰ National Care Forum (2010) Introducing Quality First

¹¹ Joseph Rowntree Foundation (2011) Minimum Income Standards for the UK 2011

Not-for-profit organisations are leading the way in securing realistic and sustainable remuneration for staff to help attract and keep those who can provide highest quality care.

10 Working Together to Raise Standards

The National Care Forum was formed in 2003, and built on 10 previous years of experience as the Care Forum. It comprises over seventy not-for-profit member organisations, employing 80,000 staff and caring for 100,000 people.¹² The membership includes both large and small organisations. The National Care Forum is an example of the constructive and collaborative approach taken by the sector to continually raise standards and improve practice. In addition to its role across the social care sector, it plays an important part in key employment issues including:

- Involvement in the South West Workforce Strategy Group, contributing to VCS provider capacity building, including the development of workforce planning tools.
- A leading role in the development of the National Skills Academy for Social Care, launched in 2009. Over 100 founder members joined the scheme, many of whom also belonged to NCF. The Academy provides training courses and events, advice on training provision, major networking opportunities, and access to research, information and best practice. Priorities include the development of leadership capacity, and NCF has made a notable contribution to this aspect of the Academy's work.
- Strategic input to the work of Skills for Care, the national body for skills development in the care field, and makes a particular contribution to work on vocational qualification requirements.
- In partnership with the Social Care Association NCF produced a statement of best practice on staff well-being in social care. This document¹³ also includes a comprehensive guide for managers with an audit tool.
- NCF contributes to the work of the Centre for Workforce Intelligence and its Executive Director, Des Kelly, is the Centre's Adviser on social care.

In representing the not-for-profit sector in social care The National Care Forum encourages a collaborative approach to service improvement and ensures that a shared set of values amongst its membership are consistently applied to national policy development arena. Good practice, and specifically good employment practice, is shared across the sector.

¹² National Care Forum (2011) Annual Review

¹³ National Care Forum and Social Care Association (2008) Statement of Best Practice-staff well being in social care services, and management guide and audit tool.

The not-for-profit sector is leading the way in new approaches to sharing knowledge and improving practice across social care, based on collaboration, openness and a primary concern for service user's wellbeing.

11 Conclusion

The not-for-profit sector is a large and important part of social care provision across England, and many individual users and service commissioners are turning to not-for-profit organisations to meet their care and support needs. Perhaps this is not surprising. As we have seen from the examples in this paper, the sector is leading the way in good quality, long-term sustainable employment practice, and this is having an impact on the choices people are making about how best to have their care and support needs met.

We shall see in subsequent papers how the story is similar in terms of innovation and overall service value.

5 March 2012