

# nmds-sc briefing

## Issue 2 - TURNOVER AND VACANCY RATES

High Turnover - Prevents a quality service, drains resources, people and money.

“ At a Downing Street seminar last autumn, Tony Blair reportedly asked Maxine Wrigley of the care leavers organisation, A National Voice, and who was in care herself, what might improve things for looked-after children. “Three things”, she said, “Stability, stability, stability”

*P.Butler, Society Guardian, 27.6.07*

The Options for Excellence report, said, “Continuity is key.”

It quoted a service user, “I have had 30 social workers in 10 years. You get to know one and they leave.”

The NMDS-SC shows the following in adult social care (all job roles):

Care Setting	Turnover Rate	Vacancy Rate
The adult care sector	19.3%	3.8%
Care only homes	18.6%	3.2%
Care homes with nursing	19.0%	2.6%
Domiciliary care	24.9%	5.9%

These high rates are not a result of high levels of temporary and casual employment. Of the 120,000 employees that had been recorded at April 2007, over 112,000 (95%) were permanent and yet 22,900 employees had left in the previous 12 months.

Despite its low pay levels social care is relatively difficult to enter. Due to the needs of both service user protection and worker safety, entry to the sector requires both Criminal Records Bureau (CRB) checks and that recruits are fully inducted for their responsibilities using the *Common Induction Standards*. The cost, for care workers, of this initial training package (training costs plus days away from work) is likely to be around £980. (*North East figures, 2007*)

The NMDS-SC shows that in the 12 months prior to April 2007, just under 16,000 care workers left their employer. Figures relating to all job roles show that at least half of all workers that leave are lost to the sector completely. Given the training costs above, this means an annual loss of 7.8 million pounds from the sector. Based on a workforce of 1.2 million – this equates to an annual loss of **78 million pounds**. These people will certainly have gained from the experience and be more skilled as a result which is great for the UK economy but achieved at considerable cost to one of the least funded sectors.

In addition to lost investment in training, replacement costs have to be borne. In the first 6 months of the financial year, 2004/05, local authorities in England spent just under **20 million pounds** advertising for Social Care recruits, and nearly **£151 million on agency staff**.

*(Local Government Employers Organisation, 2004)*

This issue of NMDS-SC Briefing analyses turnover and vacancy rates further – and asks **Why** do people leave? **Where** do they go? **What** could be done to keep them? **And** points to models to improve retention. Reports such as “*Should I stay or Should I go*” and forthcoming guides to retention and recruitment available from Skills for Care will be helpful.

Retaining staff is paramount for service users, because the relationship is the one of the most important factors in service user satisfaction. It is time to tackle this crucial issue.

## STAFF TURNOVER - findings at April 2007

- Most workers (includes other workers) are permanent:

<b>Permanent Employees</b>	112,300 (88%)
<b>Temporary / Casual</b>	5,900 (5%)
<b>Other Workers</b>	9,500 (7%)

- CSCI registered establishments have higher turnover and vacancy rates (all staff):

	Turnover Rate	Vacancy Rate
<b>CSCI Registered</b>	19.7%	4.5%
<b>Not CSCI Registered</b>	13.3%	4.0%

- The lower the grade the higher the turnover and vacancy rates (all services):

	Turnover Rate	Vacancy Rate
<b>Registered Manager</b>	12.1%	2%
<b>Senior Care Worker</b>	11.6%	2.5%
<b>Care Worker</b>	24.5%	4.9%

- Domiciliary Care has the highest turnover and vacancy rates (all staff):

	Turnover Rate	Vacancy Rate
<b>Care Home with Nursing</b>	19%	2.6%
<b>Care Home only</b>	18.6%	3.2%
<b>Domiciliary Care</b>	24.9%	5.9%

Care workers in domiciliary care settings have a 28% turnover rate. This means that over three and a half years, a domiciliary care establishment employing thirty care workers, will need to recruit thirty times to care worker posts alone.

- On turnover rates, the voluntary sector performs better than the private sector:

	Private	Voluntary
All job roles	21.4%	14.6%
Registered Managers	12.9%	9.0%
Senior Care Workers	12.1%	10.1%
Care Workers	27.4%	17.1%

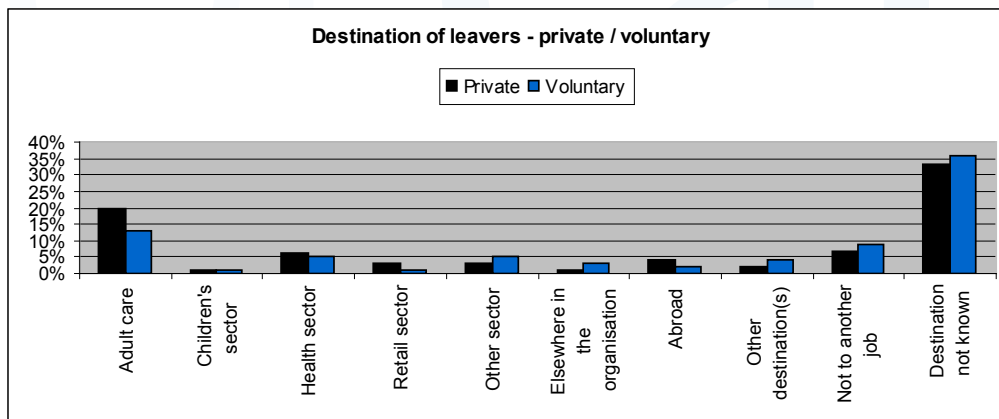
## What are the success factors for the Voluntary sector?

Send us your views to [nmdsbriefing@skillsforcare.org.uk](mailto:nmdsbriefing@skillsforcare.org.uk)

## Reasons for leaving job

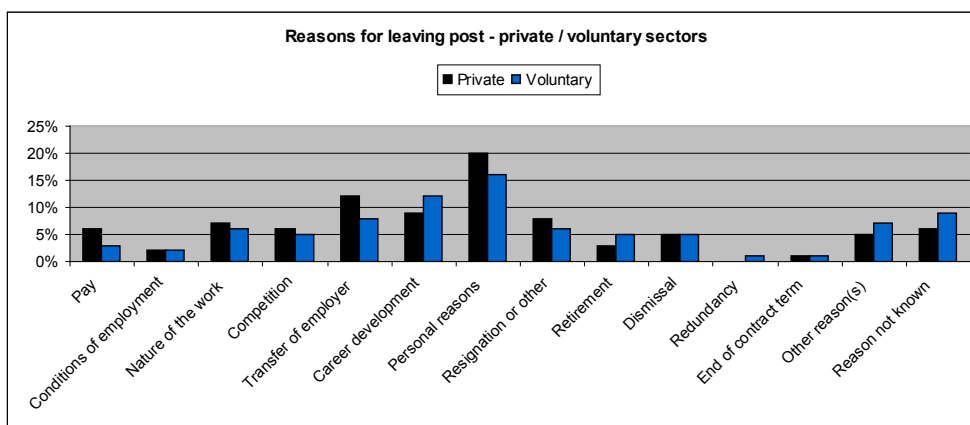
In the private sector pay is given as a reason by twice as many employers as in the voluntary sector (6% as opposed to 3%).

Staff in the voluntary sector are more likely to leave for reasons of career development (12% as opposed to 9% in the private sector). See chart below for further information.



## Where do they go ?

- Retail attracted just 3% from the private sector and 1% from the voluntary sector
- 6% go to the health sector (all sectors) – what is attracting them?
- 7% do not go to another job straight away (all sectors). How could we keep them?
- 34% of destinations not known (all sectors) – Does this point to a lack of exit interviews that can provide vital information for workforce planning?



**With all these leavers does the sector retain a database of former workers so that we can contact them during return to social care campaigns?**

## What can be done?

Most people come into social care to **MAKE A DIFFERENCE**, they leave when they feel they can no longer make a difference in that job. The job is intrinsically interesting and rewarding, most staff leave for **PUSH NOT PULL FACTORS**. Arguably, to retain staff all employers have to do is to **STOP PUSHING**.

### Push and pull factors in the care sector

*(Community Care Survey, 16/10/03)*

Top reasons for staying	Top reasons for leaving
Job satisfaction	Poor relations with manager
Good relations with colleagues	Poor pay and conditions
Good relations with manager	High workload
Good pay and conditions	Poor relations with colleagues
Interesting / challenging work	Inadequate resources

**“Recruitment and retention issues go to the heart of the way organisations are managed and led”**. To be successful:

- Work must match peoples expectations
- Work must engage, enable and support
- Workers must feel valued, respected and rewarded *(Audit Commission, 2002)*

Social care staff are more likely than other workers to have personal caring responsibilities. Employers therefore need to:

- Review employees work/life balance
- Create flexible working hours
- Support job sharing *(National Training Strategy Circular, 2003)*

Only by improving working conditions can we retain staff. The costs of this are far less than the costs of advertising, recruiting, inducting and losing new staff.

It is the most important way we can improve the lives of service users.

The National Minimum Dataset for Social Care (NMDS-SC) has been collecting data since early 2006. At the time of writing the NMDS-SC has received information from 12,500 establishments from across England. The figures quoted in this report are based on the analysis of just under 4,000 establishments and just over 50,000 worker records (analysis of data as at April, 2007).

Further copies of this report and a variety of other information and detailed analysis concerning different aspects of the NMDS-SC are available at [www.skillsforcare.org.uk](http://www.skillsforcare.org.uk), follow the links for NMDS-SC. From August 2007, existing NMDS-SC establishments can update their information via NMDS-SC Online. From October 2007 new establishments will be able to register with NMDS-SC Online. We welcome and invite comments and observations on NMDS-SC Briefing – please e-mail us at [nmdsbriefing@skillsforcare.org.uk](mailto:nmdsbriefing@skillsforcare.org.uk)

#### References:

- A Public Sector Workforce for the 21st century. The Audit Commission, 2002*  
*The Adult, Children's and Young Persons Social Care Workforce Survey. The Employers Organisation for Local Government, 2004*  
*Should I stay or should I go? Andrea Rowe, Community Care, September 2003*  
*The State of the Social Care Workforce 2004, Skills for Care 2005*  
*LAC-( 2003)15-National Training Strategy Grant Circular 2003/04*  
*Options for Excellence: Building the Social Care Workforce of the Future, Dept of Health 2006, Dept of Education and Skills*