



**Forum
Central**

Third Sector Workforce Survey Report

June 2022

Overview

Forum Central has been working in partnership with members to build a better-informed picture of staffing in Leeds organisations.

To help Forum Central understand any common HR issues and consider how, as a sector, we might address them, Third Sector colleagues were asked to complete a HR and workforce related survey.

The survey was developed in collaboration by Forum Central, People Matters and Aspire Community Benefit Society following discussions at Forum Central network meetings which highlighted a critical point in staffing and recruitment for our sector.

The results from the survey will feed into a newly created Third Sector Risk Register coordinated by Third Sector Leeds and be used as evidence for HR related purposes to discuss with key decision makers.

The data and evidence from the survey will also underpin key messages when representing the sector with other partners and local commissioners.

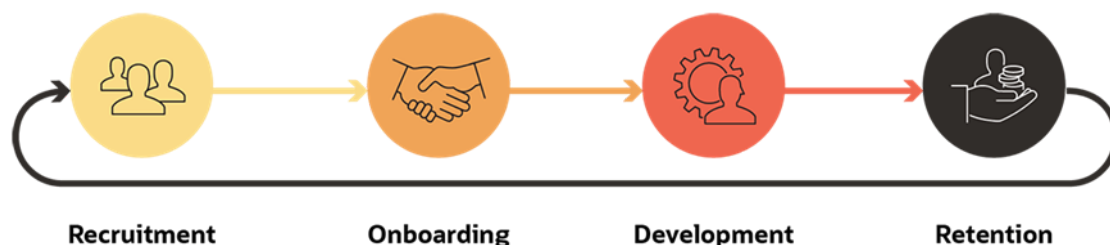
The survey was open from 9 December 2021, until Friday 21 January 2022.

Summary of findings

- In total there were 24 responses to the survey, 33% from learning disability organisations, 29% from Mental Health and Wellbeing organisations, 17% from Older People organisations, and 21% made up from a split of different community focused organisations.
- The top issues in terms of impact and barriers for organisations, in relation to recruitment, retention, pay and the impact on their Leeds service were:
 - i. 66% reported that staff had left the organisation taking with them valuable knowledge and experience which is difficult to replace
 - ii. 56% reported that staff mental wellbeing is being adversely impacted
 - iii. 54% reported that the complexity of work is increasing in turn causing significant additional strain on delivery and staff coordination capacity
 - iv. 54% reported that the organisation has at least one contract / grant which does not support the increases in pay now anticipated and will need to respond to developing recruitment issues.
- The top issues in terms of HR for organisations, in relation to recruitment, retention, pay and the impact on their Leeds service were:
 - i. 79% reported that recruiting staff with the right skills and experience is more difficult
 - ii. 58% reported that recruitment of staff is taking longer than usual with multiple recruitment cycles needed.
 - iii. 50% reported losing staff to work in different sectors due to pay level and burnout
 - iv. 50% reported finding it increasingly difficult to pay competitive salaries at multiple levels across the organisation.
- The average turnover of staff across the organisations in the last 12 months was 17%.
- The number of new starters employed by organisations as a percentage of headcount in the last 12 months was 16%.
- The current number of vacancies for organisations as a % of head count at the time of the survey was 13%
- Out of the 24 organisations that responded 16 or 66% are not an accredited Real Living Wage employer.

- As an average, 9% of the total workforce reported are paid less than the 20/21 Real Living Wage of £9.50. (Although the answer to the questions was bracketed so this could range from 6 – 12% of total workforce reported on).
- Organisations reported a split of their income as 45% from local authority, 7% from NHS and 48% from Other funders.
- The sample size is low compared to the number of Forum Central members the survey was distributed to, approximately 300, and the total number of third sector organisations in Leeds.
- The data should be read with this in mind as a collective sector view is difficult to evidence from the number of responses. The small sample size in some instances skews the data.
- The responses to the survey, however, do show trends that can be useful when read in relation to national statistics and reporting.
- The survey was member led in its design and development. Despite the ask coming from the sector the low uptake in response is likely due to limited capacity in organisations to take time away from critical operational activity to fill in the survey.

Recommendations



Attraction and Recruitment

1. Leeds to develop plans in line with the Greater London Authority and Greater Manchester Combined Authority to become a Living Wage City Region with commitment by accredited Real Living Wage Foundation members e.g., Leeds City Council and other bodies who commission third sector services in Leeds City to passport Real Living Wage to health and care providers and their staff.
2. Growth of Leeds health and care system recruitment programme activities (such as the Talent Pipeline) to include third sector organisations with a target of at least 50 organisations participating by employing new staff through the scheme during 2023.

Onboarding

3. Expansion of the Leeds one workforce induction passport scheme to include and support third sector induction process requirements i.e., a multiple and non-statutory employer approach

Learning and Development

4. Establish a shared training offer across statutory and third sector partners, communicated holistically and open to staff, volunteers and carers across all statutory and third sector health and care organisations in the city.
5. Enable third sector organisations to release staff for training opportunities through a funded resource, supporting reporting requirements to enable release of new and existing funds
6. Improve the resourcing and take up of accredited learning, including apprenticeships across third sector health and care organisations, including off job pay.

Retention

7. Increase Expenditure on Third Sector in line with Health Leeds Plan (Left Shift Blueprint) -Leeds Workforce Strategies and in the West Yorkshire Fair Work Charter, convened by the Mayor, to develop a clear plan for levelling up pay in third sector workforce, even if this produces difficult decisions elsewhere in the Leeds system.
8. Complete and report upon a review of job roles and pay rates between statutory and third sector partners in the city to support planning for recruitment and retention of staff beyond those working in entry level roles.
9. Build towards a fair settlement for sick pay and other key employment benefits such as maternity and pensions between statutory and third sector partners across health and care organisations (i.e. beyond statutory minimums)

Engagement and Recognition

10. Support the development and analysis of staff surveys across third sector health and care employers to inform workforce planning
11. Support the 'post pandemic' re-establishment of third sector wide staff recognition and well-being opportunities via awards, events and shared communications

Exit

12. Research the impact of staff talent movement between organisations, including statutory partners, on third sector staff turnover and organisational resilience

Leeds Trends in relation to National Statistics

The Voluntary Organisations Disability Group recently reported working data and intelligence in December 2021 which produced the following headlines:

1. Concerns about viability of care and support services
2. Current local authority funding is not sufficient
3. Rising inflation and workforce related costs need to be reflected in 2022/23 fees
4. Care providers face significant workforce shortages
5. Low pay is the key driver of recruitment and retention challenges
6. Recent policy developments have intensified workforce challenges
7. Fair and sustainable fee rates are an investment not a cost

The trends in the data from the Leeds Forum Central workforce survey are reflected in national reporting.

1. The top issues in terms of impact and barriers for organisations, in relation to recruitment, retention, pay and the impact on their Leeds service were:

Forum Central Survey

- a. 66% reported that staff had left the organisation taking with them valuable knowledge and experience which is difficult to replace
- b. 56% reported that staff mental wellbeing is being adversely impacted
- c. 54% reported that the complexity of work is increasing in turn causing significant additional strain on delivery and staff coordination capacity
- d. 54% reported that the organisation has at least one contract / grant which does not support the increases in pay now anticipated and will need to respond to developing recruitment issues.

National Statistics

- I. Cost pressures have led to 62% of providers having to close some parts of the organisation or hand back contracts to their local authority over the past year. The most common reason for cost pressures was rising wage bills, followed by lack of fee income. *Hft (2021) Sector pulse check 2020.* <https://www.hft.org.uk/spc-for-2020/>

- II. 78% of home care providers say that recruitment is “the hardest it has ever been”, with 38% reporting that consequently, they are unable to take on new work and 29% have handed some work back. *Homecare Association (2021) Findings of a second Homecare Association member survey, August 2021.*
www.homecareassociation.org.uk/resource/homecare-workforce-short-ages-continue.html
- III. 70.3% of non-N/A respondents reported that retaining staff was more challenging than April 2021. 25.0% reported that it was about the same and 4.5% reported this was less challenging than April 2021 (table 1). *Adult social care workforce survey: December 2021 report -*
<https://www.gov.uk/government/statistics/adult-social-care-workforce-survey-december-2021/adult-social-care-workforce-survey-december-2021-report>
- IV. 70.6% of non-N/A respondents reported that maintaining staff morale was more challenging than April 2021; 24.5% reported that it was about the same; and 4.4% reported this was less challenging than April 2021, with the morale situation being marginally worse for care homes (table 1). *Adult social care workforce survey: December 2021 report -*
<https://www.gov.uk/government/statistics/adult-social-care-workforce-survey-december-2021/adult-social-care-workforce-survey-december-2021-report>

2. The top issues in terms of HR for organisations, in relation to recruitment, retention, pay and the impact on their Leeds service were:

Forum Central Survey

- a. 79% reported that recruiting staff with the right skills and experience is more difficult
- b. 58% reported that recruitment of staff is taking longer than usual with multiple recruitment cycles needed.
- c. 50% reported losing staff to work in different sectors due to pay level and burnout
- d. 50% reported finding it increasingly difficult to pay competitive salaries at multiple levels across the organisation.

National Statistics

- I. 81.9% of non-N/A respondents reported that recruiting staff was more challenging than April 2021; 15.1% reported that it was about the same; and 2.5% reported this was less challenging than April 2021 (table 1). At a regional level, the results were as follows. *Adult social*

care workforce survey: December 2021 report -

<https://www.gov.uk/government/statistics/adult-social-care-workforce-survey-december-2021/adult-social-care-workforce-survey-december-2021-report>

- II. Amongst care homes, the top 3 reasons believed to be the main cause of staff leaving were:
- better pay outside of the care sector (25.9%)
 - do not wish to be vaccinated (14.7%)
 - better hours and working conditions outside the care sector (13.4%)

Amongst domiciliary care providers, the top 3 reasons believed to be the main cause of staff leaving were:

- better pay outside of the care sector (29.1%)
- better hours and working conditions outside the care sector (11.5%)
- feeling burnt out/stress (10.2%)

Adult social care workforce survey: December 2021 report -

<https://www.gov.uk/government/statistics/adult-social-care-workforce-survey-december-2021/adult-social-care-workforce-survey-december-2021-report>

- III. The median hourly rate for care workers in the independent sector is £9.01, less than retail assistants and cleaners, and 71% of care workers are paid below the Real Living Wage (RLW). *Skills for Care (2021) The state of the adult social care sector and workforce in England.*

www.skillsforcare.org.uk/adult-social-care-workforce-data/Workforce-intelligence/documents/State-of-the-adult-social-care-sector/The-State-of-the-Adult-Social-Care-Sector-and-Workforce-2021.pdf

- IV. Analysis commissioned by Community Integrated Care, using Korn-Ferry's methodology for evaluating the complexity, content, and remuneration of roles, found that care workers would be paid 39% more (nearly £7000 per year) in equivalent positions within the NHS, local authorities, and other publicly funded industries. *Community Integrated Care (2021) Unfair to care: Understanding the social care pay gap and how to close it.*
- www.unfairtocare.co.uk/wp-content/uploads/2021/07/Unfair-To-Care-Summary-Report-Single-Pages.pdf

- V. Skills for Care data modelling shows that care workers who are paid more are less likely to leave their roles. The turnover rate for care workers paid £9.50 or above was 2.6 percentage points lower than those paid the least (£8.21 to £8.49). Moreover, over half (52%) of workers leaving the care sector cited pay as the main driver. *Skills for Care (2021) The state of the adult social care sector and workforce in England.*
www.skillsforcare.org.uk/adult-social-care-workforce-data/Workforce-intelligence/documents/State-of-the-adult-social-care-sector/The-State-of-the-Adult-Social-Care-Sector-and-Workforce-2021.pdf And *Total Jobs (2021) Social care: a guide to attracting and retaining a thriving workforce.*
www.totaljobs.com/file/general/TJ-WF_Social-care-guide_V12.pdf
- VI. Although many care workers will benefit from increases in the NLW, the impact this will have will be diminished by rising living costs and increased National Insurance contributions, with care workers earning the NLW paying an extra £121 a year due to the new Health and Social Care Levy. *Policy in Practice (2021) How the health and social care levy will affect care workers.*
www.policyinpractice.co.uk/how-the-health-and-social-care-levy-will-affect-care-workers/

3. Staff Turnover, New Starters and Vacancies

Forum Central Survey

- a. The average turnover of staff across the organisations in the last 12 months was 17%.
- b. The number of new starters employed by organisations as a percentage of headcount in the last 12 months was 16%.
- c. The current number of vacancies for organisations as a % of head count at the time of the survey was 13%

National Statistics

- I. The vacancy rate across the adult social care sector in England in August 2021 was 8.2%, 0.2 percentage points higher than pre-pandemic. The turnover rate for 2020/21 was 28.5%, with 152,000 people leaving the sector. *Skills for Care (2021) The state of the adult social care sector and workforce in England.*
www.skillsforcare.org.uk/adult-social-care-workforce-data/Workforce-intelligence/documents/State-of-the-adult-social-care-sector/The-State-of-the-Adult-Social-Care-Sector-and-Workforce-2021.pdf

- II. In September 2021, there was a vacancy rate of 10% across the VODG membership, with a fifth of members reporting more than 100 vacancies within their service. The majority (81%) of members were finding it difficult or very difficult to recruit staff and a quarter were not very or not at all confident in having sufficient staff to deliver current and planned future services. Voluntary Organisations Disability Group (2021) *VODG research reveals extent of workforce concerns among disability charity leaders*.
www.vodg.org.uk/news/vodg-research-reveals-extent-of-workforce-concerns-among-disability-charity-leaders/
- III. 78% of home care providers say that recruitment is “the hardest it has ever been”, with 38% reporting that consequently, they are unable to take on new work and 29% have handed some work back. *Homecare Association (2021) Findings of a second Homecare Association member survey, August 2021*.
www.homecareassociation.org.uk/resource/homecare-workforce-shortages-continue.html
- IV. The vacancy rate for CQC registered care homes has increased from 6% in April to 10% in September 2021. Care homes that have failed to recruit are now having to cancel their registration to provide nursing care, leaving their residents looking for new homes during a time when many providers are not accepting new placements. *Care Quality Commission (2021) The state of health care and adult social care in England 2020/21*.
www.cqc.org.uk/sites/default/files/20211021_stateofcare2021_print.pdf

4. Real Living Wage

Forum Central Survey

- a. Out of the 24 organisations that responded 16 or 66% are not an accredited Real Living Wage employer.
- b. As an average, 9% of the total workforce reported are paid less than the 20/21 Real Living Wage of £9.50. (Although the answer to the question was bracketed so this could range from 6% – 12% of total workforce reported on).

National Statistics

- I. In April 2021, the National Living Wage (NLW) increased by 2.2% to £8.91 and was extended to 23- and 24-year-olds for the first time. *Low Pay Commission (2020) National living wage increase to protect workers' living standards*.

www.gov.uk/government/news/national-living-wage-increase-to-protect-workers-living-standards

- II. The Low Pay Commission has recommended another substantial NLW uplift from April 2022 to £9.50, a 6.6% increase. *Low Pay Commission (2021) Letter from Bryan Sanderson to the Rt Hon Kwasi Kwarteng MP.*
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1028629/NMW-NLW_recommendations_for_2022.pdf
- III. Increases to the NLW and NMW have, in principle, always been warmly welcomed by providers. However, in a national survey of voluntary sector disability organisations found 46% of members would not be able to continue local authority funded services if commissioners did not match fee rates with rises in NLW and a further 35% were unsure what they would do. *Voluntary Organisations Disabilities Group (2021) VODG research reveals extent of workforce concerns among disability charity leaders.*
www.vodg.org.uk/news/vodg-research-reveals-extent-of-workforce-concerns-among-disability-charityleaders/
- IV. In November 2021, the Real Living Wage was raised to £11.05 in London and £9.90 elsewhere in the UK which should be fully implemented by all participating employers by April 2022. *Living Wage Foundation (2021) Real living wage increases to £9.90 in UK and £11.05 in London as cost of living rises.*
www.livingwage.org.uk/news/real-living-wage-increases-%C2%A39.90-uk-and-%C2%A311.05-london-cost-living-rises
- V. [New research by the Living Wage Foundation](#) has demonstrated the scale of low pay during the pandemic, with 4.8 million jobs (17.1% of employee jobs) still paying less than the real Living Wage. Those from racialised groups were more likely to be low paid – with 19.4% of these workers earning below the LW compared to 16.3% of white workers. *Living Wage Foundation (2021) Real living wage increases to £9.90 in UK and £11.05 in London as cost of living rises.*
<https://www.livingwage.org.uk/news/real-living-wage-increases-%C2%A39.90-uk-and-%C2%A311.05-london-cost-living-rises>

Survey Data

Which of the following communities is the main focus of the work you do?	No. of responses	% Responses
Learning Disabilities and Autism	8	33%
Mental health and well-being	7	29%
Older people	4	17%
Culturally diverse communities	1	4%
Wider health and care	1	4%
Infrastructure	1	4%
Unpaid carers	1	4%
Statutory advocacy	1	4%
Total	24	

	Headcount	Leavers	Turnover	New starters	New starters % of headcount	Leavers vs starters
Learning Disabilities and Autism	1080.5	174	16%	135	12%	-39
Mental health and well-being	186	42	23%	44	24%	2

Older people	59	12	20%	11	19%	-1
Culturally diverse communities	12	3	25%	1	8%	-2
Wider health and care	21	4	19%	12	57%	8
Infrastructure	11	1	9%	4	36%	3
Unpaid carers	49	6	12%	5	10%	-1
Statutory advocacy	85	15	18%	24	28%	9
Total	1504	257	17%	236	16%	-21

Vacancies	Vacancies	Average vacancies	Headcount	Vacancies as % of headcount
Learning Disabilities and Autism	159.5	19.9	1080.5	15%
Mental health and well-being	9	1.3	186	5%
Older people	4.5	1.1	59	8%
Culturally diverse communities	4.5	4.5	12	38%
Wider health and care	4.5	4.5	21	21%
Infrastructure	0	0.0	11	0%
Unpaid carers	1.5	1.5	49	3%

Statutory advocacy	8.5	8.5	85	10%
Total	192	8	1503.5	13%

How many vacant posts do you currently have?	0	1 - 2	3 - 6	7 - 10	11 - 20	128
Learning Disabilities and Autism	2	2	1	1	1	1
Mental health and well-being	3	3	1	0	0	0
Older people	1	3	0	0	0	0
Culturally diverse communities	0	0	1	0	0	0
Wider health and care	0	0	1	0	0	0
Infrastructure	1	0	0	0	0	0
Unpaid carers	0	1	0	0	0	0
Statutory advocacy	0	0	0	1	0	0
Total	7	9	4	2	1	1

How many vacant posts do you currently have? (just Leeds please)	No. of responses	% Responses
0	7	29%

1 - 2	9	38%
3 - 6	4	17%
7 - 10	2	8%
11 - 20	1	4%
128	1	4%

Is your organisation an accredited Real Living Wage employer?	Yes	No
Learning Disabilities and Autism	2	6
Mental health and well-being	5	2
Older people	1	3
Culturally diverse communities	0	1
Wider health and care	0	1
Infrastructure	0	1
Unpaid carers	0	1
Statutory advocacy	0	1

Total	8	16
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How many of your employees are paid less than the 20/21 Real Living Wage (£9.50ph)?	0	1 - 5	11 - 20	21 - 50	51 - 100
Learning Disabilities and Autism	4	1	1	1	1
Mental health and well-being	6	1	0	0	0
Older people	3	1	0	0	0
Culturally diverse communities	1	0	0	0	0
Wider health and care	1	0	0	0	0
Infrastructure	1	0	0	0	0
Unpaid carers	1	0	0	0	0
Statutory advocacy	1	0	0	0	0
Total	18	3	1	1	1

How many of your employees are paid less than the 20/21 Real Living Wage (£9.50ph)?	No. of responses	% Responses
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0	18	75%
1 - 5	3	13%
11 - 20	1	4%
21 - 50	1	4%
51 - 100	1	4%

Midpoint response

Total Headcount	1503.5
Total paid less than LWFLW	132.5
% Paid less than LWFLW	9%

Lowerbound response

Total Headcount	1503.5
Total paid less than LWFLW	86
% Paid less than LWFLW	6%

Upperbound responses

Total Headcount	1503.5
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Total paid less than LWFLW	185
% Paid less than LWFLW	12%

Source of funding (% totals)	LCC	NHS	Other funders
Learning Disabilities and Autism	505	5	290
Mental health and well-being	92	60	548
Older people	250	33	117
Culturally diverse communities	0	0	0
Wider health and care	40	60	0
Infrastructure	10	0	90
Unpaid carers	95	1	4
Statutory advocacy	0	0	0
Total	992	159	1049

What are the current issues for your organisation in relation to recruitment, retention, pay and their impact in your Leeds services?	No. of responses	% of responses
Impact/Barriers		

We do not anticipate significant increased barriers or changes in impact to our service delivery	5	5%
The staff that have left us take with them valuable knowledge and experience which is now more difficult to replace	16	15%
The staff we are recruiting do not have the full skills and experience we require so our knowledge and skills base is taking considerably longer to re-establish	9	9%
The complexity of our work is increasing in turn causing significant additional strain on delivery and staff coordination capacity	13	12%
Our vaccination rate is below the national figure of 85% in residential care	1	1%
We anticipate the introduction of vaccination regulations in the wider sector would significantly affect our staff retention	3	3%
We are having to use agency staff to meet our service delivery requirements	4	4%
We want to do more to improve diversity across our organisation but the resource to action this is hard to secure	12	11%
Staff mental well-being is being adversely impacted	14	13%
We have at least one contract/grant which does not support the increases in pay we now anticipate we will need to make to respond to developing recruitment issues	13	12%
We cannot move our staff to salaried posts from zero hours contracts due to the associated costs	3	3%
The timing of our annual review with commissioners (and associated annual budget setting delays) will cause us	2	2%

payroll difficulties when the national living wage increases to £9.50ph in April 2022		
We are finding it increasingly difficult to win new contracts and tenders as we are not able to pay Real Living Wage for current staff	2	2%
Additional direct/indirect costs will proportionally develop for us if service delivery is reduced/economised e.g., staff travel time, COVID safety processes or part time role numbers increase	7	7%
Other (please specify): Increased demand for our services mean we significantly need to increase our workforce, but we don't currently have the funds to maintain staffing at current levels for the financial year ahead, let alone expand.	1	1%

What are the current issues for your organisation in relation to recruitment, retention, pay and their impact in your Leeds services? HR Issues	No. of responses	% of responses
We are not experiencing any increased HR issue	0	0%
We are finding recruiting staff with the right skills and experience more difficult	19	21%
Recruitment of staff is taking longer than usual with multiple recruitment cycles needed	14	16%
We are finding it more difficult to retain staff	11	12%

We have lost staff to work in different sectors due to pay levels/burnout	12	13%
Our ongoing recruitment is now resulting in a net loss of staff month on month	4	4%
We are finding it increasingly difficult to pay competitive salaries at multiple levels across the organisation	12	13%
We are not making year on year progress in meeting the Leeds commitment to pay at least the Real Living Wage to staff	3	3%
We pay the Real Living Wage but will find it difficult to maintain this as costs rise	7	8%
We have already taken multiple steps to improve the recruitment and retention of staff outside the pay levels we are able to offer	5	6%
Other (please specify): 1. Not being able to guarantee long-term employment due to the short-term nature of funding is the main issue we face in terms of staff retention & recruitment 2. Some staff have increased hours to cover vacant posts, but we are at capacity now	2	2%