



**The Voluntary Sector Adult Residential Care
Workforce in Urban and Rural Scotland**

A report to the Voluntary Sector Social Services Workforce Unit

November 2007

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EXECUTIVE SUMMARY

Introduction

GEN was commissioned by the Voluntary Sector Social Services Workforce Unit (VSSSWU) to develop a picture of the size, nature and qualification status of the voluntary sector adult residential care workforce in Glasgow and the Highlands and Islands. These areas were selected to examine whether there were any differences in preparations for the Scottish Social Services Council's (SSSC) registration requirements between urban and rural care establishments. The study involved a telephone survey of 30 adult residential care establishments; 15 in the Highlands and 15 in Glasgow.

Rates of staff turnover were also examined as part of this work. The findings from this element complement a parallel study undertaken by GEN on behalf of the VSSSWU. This explored staff turnover within voluntary sector social services organisations.

Background and Context

The SSSC's register for adult residential care workers outlines specified qualification requirements and aims to ensure the social services workforce is adequately skilled to undertake the range of roles performed within the sector. This is against a backdrop of the continuing Scottish Government commitment to foster a 'learning culture' within the social services sector.

The voluntary sector is the most rapidly growing sector within the social services. A review of the literature available has highlighted that the social services sector is characterised by:

- a majority of female employees
- relatively high levels of qualifications in comparison to other sectors of the economy
- relatively low pay in comparison to other sectors of the economy
- a commitment to staff development and training
- similar levels of staff turnover in comparison to other sectors of the economy.

Qualifications

The survey found that care establishments in Glasgow were more likely to be part of larger national organisations than those in the Highlands. Only one third of managers interviewed can be considered to have a full understanding of the SSSC's registration requirements. This is an area of concern given the length of time it can take to mobilise a workforce towards

training. In view of this finding, more work needs to be undertaken to ensure the full message gets across rather than in 'bits and pieces' as is currently the case.

The study also found that meeting the SSSC's registration requirements was more of an issue with frontline workers than it was for supervisor and managerial staff. This is consistent with other labour market research (Futureskills Scotland, 2006) which has found that lower skilled workers are less likely to receive training. The qualifications gap can be defined as the proportion of staff which do not currently hold an SSSC eligible qualification or are not engaged in working towards one. Overall there was found to be:

- no gap at the care manager level
- a 2% gap at the supervisor level
- 25% gap at the practitioner level
- 41% gap at the support worker level.

Support workers in Glasgow represented the biggest area for concern with 69% of staff not holding or working towards the required qualifications. The most common routes to registration are the SVQ2 and SVQ3 in Health and Social Care at the support worker and practitioner levels. The Registered Managers Award and SVQ4 in Health and Social Care are preferred at the supervisor and managerial levels.

Cost was perceived to be the biggest barrier to meeting registration requirements. Indeed it was seen to be more of an issue in the Highlands than in Glasgow. Arranging suitable staff cover was seen as the biggest single barrier in Glasgow. The motivation of staff to work towards qualifications was also highlighted as an issue by several managers.

On the whole, most managers felt their organisations were well placed to meet the SSSC's registration requirements. As part of larger organisations, all but one establishment was following a wider organisational plan. Plans tended to be co-ordinated centrally by the organisations' training or learning and development department. In short, the survey found no sense of panic.

Establishment Turnover

The staff turnover rate amongst the adult residential care establishments surveyed was 15%. Within this staff turnover was slightly higher at 17% in Glasgow than 13% in the Highlands.

In terms of new recruits joining the care establishments surveyed within the last 12 months, there was found to have been a high level of churn within and amongst social services providers. The majority had some level of social services experience prior to joining their current employers.

In the case of those leaving their employers, the results show that drift out of the social services sector was low, with just 8 employees known to have left the sector altogether. This equates to 14% of total leavers.

Staff turnover was not felt to be an issue in individual workplaces. Overall only 3% overall said that it was a significant issue. The majority (43%) said it was no issue at all. When staff did leave, the key reasons were given as:

- low wages and salaries
- lack of career progression
- dissatisfaction with the organisation

With regards to the implications of staff turnover on the establishments surveyed, the biggest impact was said to be on meeting the needs of service users. This was consistent for care homes both in Glasgow and the Highlands.

Conclusions

The main aim of the study was to understand the readiness of adult residential care establishments for the SSSC's registration requirements and whether there were any differences in the qualifications of the respective workforces in Glasgow and the Highlands.

The key conclusion is that there are no substantial differences. Additional conclusions are:

- only one third of managers consulted can be considered to have a full understanding of the SSSC's requirements.
- overall, cost was seen as the biggest barrier to meeting registration requirements.
- support workers in Glasgow came out as the area for most concern with 69% of staff at this level not holding or currently working towards the qualifications needed for registration.
- 97% of the establishments surveyed had a plan or strategy in place to comply with the SSSC's registration requirements.
- the study found little evidence of collaboration between voluntary organisations in attempting to meet registration requirements.
- on the whole, staff turnover was considered to be manageable by those managers interviewed. Seventy percent of managers surveyed felt it had either a minor impact or no impact on their establishment.
- staff turnover in the preceding 12 months (September 06 – September 07) was found to be 15% amongst those establishments surveyed.

Recommendations

The study suggests a number of areas which the VSSSWU could action. These include:

- **supporting the SSSC in conveying the requirements of registration to the voluntary sector**
- **providing greater levels of support to Highland based organisations in relation to training support and information about potential funding sources**
- **continuing to raise issues about the cost of training**
- **continuing to advocate the need for a learning culture within the voluntary sector social services**
- **commissioning further research into the adequacy of 'soft skills' within the voluntary social services**
- **extending the research to cover other sub-sectors of the social services workforce e.g. housing support.**

1 INTRODUCTION

1.1 GEN was commissioned by the Voluntary Sector Social Services Workforce Unit (VSSSWU) to develop a picture of the size, nature and qualification status of the voluntary sector adult residential care workforce in 2 distinct areas of Scotland. A sample of voluntary sector adult residential care establishments in Glasgow and the Highlands were consulted on their preparations for the Scottish Social Services Council's (SSSC) registration requirements and staff turnover. The overarching aim of this project was to understand the readiness of adult care establishments for the SSSC's registration requirements.

Key Objectives

1.2 The brief set out a number of key objectives for the study:

- undertake a TNA of the adult residential care organisations in both Glasgow and the Highlands to determine:
 - how many staff they have
 - how many staff will have to register with the Scottish Social Services Council (SSSC)
 - the categories of staff which have to register
 - the qualifications currently held and those required¹
- examine the barriers to registration and accessing training
- gather evidence of employer's awareness of their duties in relation to registration
- gather evidence of employer's long-term plans to comply with registration requirements
- gather examples of practice that address issues relating to registration.

Methodology

1.3 The study involved 2 key elements:

- a short desk review of relevant literature to provide background and context to the research
- a telephone survey of a sample of 30 adult residential care establishments; comprising 15 in Glasgow and 15 in the Highlands.

1.4 As well as understanding the readiness of these establishments for the SSSC's registration requirements, the study explored whether there were any differences between

¹ From this point onwards "Qualification(s)" will mean those needed to register with the SSSC

urban and rural care homes. A full list of the establishments surveyed is attached as Appendix 1.

Report Structure

1.5 The remainder of the report is structured as follows:

- **Chapter 2** sets the context and background to the research
- **Chapter 3** outlines the preparations of adult residential care establishments for SSSC registration requirements
- **Chapter 4** provides some insight into staff turnover in adult residential care establishments
- **Chapter 5** draws together the findings from the study and presents our conclusions.

2 BACKGROUND AND CONTEXT

Introduction

2.1 This section seeks to contextualise the survey findings by providing some information on the wider issues driving the research. This chapter covers:

- overview of the SSSC's registration requirements
- the policy context
- characteristics of the sector

Overview of the SSSC's Registration Requirements

2.2 The register for social services workers opened on April 1st 2003. In much the same way as other professions such as teachers, nurses and doctors have to register to practice, the social services register is intended to provide a safeguard for service users at the same time as raising public confidence in social service workers. Administered by the Scottish Social Services Council (SSSC), the register aims to ensure the social services workforce is adequately skilled to undertake the range of roles performed within the sector.

2.3 Registration with the SSSC has been phased in order to make the task of registering the estimated 138,000 employees in the sector more manageable. With the exception of managers, adult residential care workers are included in phase two. The timescales for registration are as follows:

- managers of care home services for adults opened in January 2006
- supervisors in adult residential care opens in October 2007
- practitioners in adult residential care opens in January 2009
- support workers in adult residential care opens in April 2009.

2.4 There is an expectation that employers and employees will fulfil their obligations when the register opens. Employees will also have to comply with Post Registration Training and Learning (PRTL) requirements.

2.5 Ultimate responsibility for registration lies with the social service worker. It is the individual's responsibility to achieve the necessary qualifications and complete the necessary administration procedures. The employer's responsibility lies in the promotion of training opportunities and providing access to such.

The Policy Context

2.6 The far reaching *Changing Lives*² report reviewed all aspects of social work services in Scotland with the aim of ensuring the system continued to be 'fit for purpose' in the 21st century. Core within this work was a review of the ways in which the sector develops its workforce. The review concluded that the workforce must possess the necessary skills and knowledge to do their jobs effectively within a challenging and changing environment. Exploration of these issues with those in the sector found that over two thirds of those consulted felt there was not a learning culture in social work services.

2.7 In view of this, *Changing Lives* (2006, p.58) recommended that '*Social work services must develop a learning culture that commits all individuals to lifelong learning and development*'. Beneath this the sub-recommendations include:

- full implementation of the National Strategy for the Development of the Social Service Workforce in Scotland: A Plan for Action 2005 – 2010
- further investment in lifelong learning across the workforce
- social service workers to have access to regular quality professional support, challenge and consultation.

2.8 The new devolved administration has confirmed their continuing commitment to the *Changing Lives* agenda. In his speech to the National Practitioner Conference in June 2007, Adam Ingram, the Minister for Children and Early Years outlined the Scottish Government's enabling role in helping the sector to achieve its aspirations.

Characteristics of the Voluntary Social Services Sector

2.9 A wealth of literature exists on the social services sector. This has been produced by a wide range of authors and as such the figures produced often do not match exactly. Rather the combined body of evidence provides some headline messages on the key characteristics of the sector. It is anticipated that the Scottish Core Minimum Data Set (CMDS)³ will provide higher quality data on the Scottish social services workforce in future. Review of the available literature build up a picture of the sector in terms of:

² Scottish Executive (2006). "*Changing Lives: Report of the 21st Century Social Work Review*", Edinburgh

³ Scottish CMDS Job Function Classification available at - <http://www.scotland.gov.uk/Resource/Doc/165459/0045054.pdf>

- size
- qualifications
- training
- staff turnover.

Size

2.10 The social services sector is growing. Research undertaken as part of the SSSC's Sector Skills Agreement⁴ highlighted that the sector grew from 97,000 to 138,000 in the 9 years between 1995 and 2004. Within this the growth rate of voluntary organisations has been highest, more than doubling from 17,000 to 35,000. This led the Scottish Executive (2006) to conclude that the voluntary sector had grown the '*most rapidly of all the sectors*' within social services.

2.11 The voluntary sector as a whole is estimated to employ around 5% of the Scottish workforce⁵, relatively higher than the rest of the UK. This amounts to around 100,000 people, of which a significant proportion (around one third) work within social services.

2.12 Taking a wider view of the social services sector, Futureskills Scotland (2005)⁶ report that social services workplaces are characterised by:

- a predominance of female employees (85% compared to 50% for the rest of the economy)
- a large proportion of part-time jobs
- a greater proportion of larger workplaces (11+ employees).

2.13 The gender split within social services varies depending on the sources used. According to figures reported by the Scottish Executive (2006)⁷ around 76% of employees in the social services sector were female, whilst the staff turnover research carried out in parallel with this work found around 70% of employees in the voluntary social services sector were female. The key finding across all the research is that the majority of employees are female.

⁴ Scottish Social Services Council (2007). *Sector Skills Agreement Stages 1 & 2 – Headline Report*

⁵ Scottish Centre for Employment Research (2005). *Something to believe in: A report on recruitment problems and opportunities in the Scottish Voluntary Sector*

⁶ Futureskills Scotland (2005). *Social Services Scottish Sector Profile 2005*

⁷ Scottish Executive (2006). *Scotland's Social Services Labour Market: 2nd Report of National Workforce Group*

Qualifications

2.14 Recent research by the Scottish Executive⁸ provided an insight into the qualifications status of the social services sector. Across the sector key findings were:

- 60% of staff have qualifications at SVQ3 or higher
- 18% have no qualifications
- of those without qualifications, approximately one-third were working towards a qualification
- age was found to have more of an impact on the type of qualification held rather than whether they held a qualification at all.

2.15 The voluntary sector is also considered to be well educated in its own right. The Scottish Centre for Employment Research (2005) estimated that over one quarter of the workforce (29%) hold degree level qualifications or above. The same report highlighted the increasing emphasis on qualifications as a key issue. Social service sector managers felt that qualifications were central to the definition of a 'good' voluntary sector worker.

2.16 The return on investment in qualifications appears to be poor for social services staff however. Data released by Skills for Care⁹ on English care establishments, highlights that increases in qualification levels are matched only by marginal increases in pay. This must be seen in the context of what is already a relatively low paid sector with care workers averaging £5.87 an hour and senior care workers £6.15. To give an example, those at NVQ4 or above will earn, on average, only 10% more than those at entry level. In monetary terms this equates to less than 70 pence an hour. To date, there appears to be no research linking pay and qualifications in the Scottish context.

Training

2.17 Both the voluntary sector and the social services sector are considered to be 'above average' in their commitment to training staff. Futureskills Scotland (2005)¹⁰ found that social service sector employers were more likely than other sectors to have funded or arranged training for their employees in the past 12 months, with 84% of employers in the sector had done so in comparison to 61% elsewhere. Similarly, high levels of training were found within the wider voluntary sector with 80% of employers having funded training in the past 12 months¹¹.

⁸ *ibid.*

⁹ Skills for Care (2007). *National Minimum Data Set for Social Care: Issue 3 - Pay*

¹⁰ Futureskills Scotland (2005). *Social Services Scottish Sector Profile 2005*

¹¹ Scottish Centre for Employment Research (2005). *Something to believe in: A report on recruitment problems and opportunities in the Scottish Voluntary Sector*

2.18 The commitment to training is to be expected in a sector where the achievement of minimum quality standards is paramount. The English evidence seems to suggest that staff are willing to undertake training, with an estimated 66% of direct care staff currently working towards a relevant qualification¹². It is anticipated the Scottish CMDS will provide these figures in future.

Staff Turnover

2.19 This is the area where there is perhaps the most variation. Turnover rates appear to vary widely and it is difficult from the literature available to get firm agreement on the levels within the sector. Comparison to other research is interspersed throughout the staff turnover chapter and as such the subject is only touched upon here. Turnover is a dynamic concept and subject to constant change over time. Research to date has shown that staff turnover within social services is in line with turnover in other sectors of the economy. Some rates include:

- Futureskills Scotland (2005) reported that staff turnover in the social services sector was 18%, this was below the average of 23% for all other sectors
- SCER (2005) found that staff turnover for the voluntary sector as a whole was 21%, below the rate of 23% for the private sector but above the 12% for the public sector.

2.20 In reviewing these turnover rates it should be remembered that these figures do not refer to the voluntary social services sector specifically. The rates are estimates for the social services or voluntary sectors in their entirety. Skills for Care (2007)¹³ provide rates for care establishments in England which are most comparable to the current research. This research found that:

- the adult care sector has an overall staff turnover rate of 19.3%
- for care only homes the figure was 18.6%
- care homes with nursing had a turnover rate of 19%
- whilst domiciliary care had the highest rate at 24.9%.

Conclusions

2.21 This chapter has provided a brief overview of the social services sector. The key messages to take from it are:

¹² Skills for Care (2007). *National Minimum Data Set for Social Care: Issue 1 Overview – An Oasis in the Data Desert*

¹³ Skills for Care (2007). *National Minimum Data Set for Social Care: Issue 2 – Turnover and Vacancy Rates*

- the registration of adult residential care staff will impact on all within the sub-sector in the next 2 years
- the development of the social services workforce was identified as a top priority by the previous administration, and the new government has reinforced this message
- the social services sector is growing and within this the voluntary sector is growing fastest
- higher level qualifications are well represented in the social services sector, however based on the findings from English research, it appears the differences in pay between higher and lower level skills are minimal
- employers and staff alike have a commitment to training with relatively high levels of training in comparison to other sectors
- staff turnover in social services is on a par with turnover in other sectors of the economy.

3 Qualifications

Introduction

3.1 This chapter outlines the results of the telephone survey undertaken by the consultant team. In total 30 organisations were interviewed. Of these, 15 were based in the Glasgow area and 15 in the Highlands.

Organisational Characteristics

3.2 Just under half of people (47%) worked for Scottish organisations that had operations across Scotland as a whole. A further 27% worked for regional organisations whilst 17% worked for locally based organisations.

3.3 As might be expected a greater proportion of Glasgow based interviewees (53%) worked for national organisations than Highland interviewees (40%). Further, 27% of interviewees in Highland worked for a local organisation, compared to only 7% of those based in Glasgow. This highlights the more local dimension of service delivery in the Highlands.

3.4 This is compounded by the fact that 27% of those in the Highlands operated from a single site compared to none in Glasgow. Indeed, 87% of Glasgow based respondents worked for organisations that had more than 10 sites compared to 60% in the Highlands.

3.5 The majority of establishments surveyed were part of large or very large organisations. Over a third of interviewees (35%) worked for organisations that employed over 1000 people. A further 39% worked for organisations that employed between 250 and 1000 people. Unsurprisingly, interviewees in the more rural region of the Highlands tended to work for smaller organisations than in Glasgow:

- 27% of those based in the Highlands worked for an organisation that employed 25-50 people compared to 7% in Glasgow
- 18% of those in the Highlands worked for an organisation that employed over 1000 people compared to 47% in Glasgow.

Workforce Composition

3.6 The 30 establishments interviewed employed a total of 656 staff. This gave an average establishment size of 21.9 staff. The establishments surveyed in the Highlands were larger employing an average of 24.8 staff in comparison to 18.9 in Glasgow.

3.7 Across all the establishments, 46% of employees were full time whilst 31% were part-time. A significant minority (22%) were sessional staff. There was however a greater

proportion of staff in Glasgow that were full-time (55%) than in the Highlands (39%) and a greater reliance on sessional staff (27% and 18% of the workforce respectively).

3.8 The vast majority of staff (92%) were employed on permanent contracts and these proportions were mirrored in both Glasgow (88%) and the Highlands (95%).

3.9 Further, 81% of staff were female and 19% were male. Female staff made up a slightly greater proportion of the workforce in the Highlands (84%) than in Glasgow (78%). The predominance of females in the establishments surveyed is consistent with the strong representation of females in the social services sector as a whole.

3.10 Table 3.1 shows the percentage of staff in each area by their level. Overall, Practitioners made up the greatest proportion of staff at 48%. Support Workers made up 31% whilst Supervisors and Managers accounted for 15% and 6% respectively. There was a sizeable difference between the proportion of Support Workers and Practitioners in Glasgow and Highland:

- in Glasgow, 18% were classed as Support Workers compared to 41% in the Highlands
- 60% in Glasgow were classed as Practitioners compared to 39% in Highland

3.11 It would appear that care homes in Glasgow had a greater body of staff with key worker responsibilities than in Highland. The research found that in Highland, there tended to be 1 or 2 Supervisors in the workplace who had overall responsibility for care plans but that there was less of a Practitioner group that had key worker responsibilities.

3.12 This finding may also be explained by differences in interpretation by care home managers. Interviewees were asked to report the numbers of staff they had at each level. A number of managers found it difficult to distinguish between Support Workers and Practitioners and it is likely managers interpreted staff responsibilities differently.

Table 3.1: Level of Staff by Area, %

Staff Position	Glasgow	Highland	Total
Support Worker	18%	41%	31%
Practitioner	60%	39%	48%
Supervisor	15%	15%	15%
Managers	7%	5%	6%
TOTAL	100%	100%	100%

Understanding of Registration Requirements

3.13 Overall, interviewees were positive about their understanding of the SSSC's registration requirements. Forty percent said they had either a Very Good (37%) or Excellent (3%) understanding of the requirements, whilst a further 50% said they had a Good understanding. The remaining 10% said they had a Poor understanding.

3.14 As Table 3.2 shows, there was not a significant difference between the levels of understanding amongst managers in Glasgow and Highland. Overall, Glasgow managers considered themselves to have a marginally better understanding than their counterparts in the Highlands.

Table 3.2: Understanding of Registration Requirements, % by Area

Level of Understanding	Glasgow	Highland	Total
Excellent	7%	0%	3%
Very Good	33%	40%	37%
Good	53%	47%	50%
Poor	7%	13%	10%
TOTAL	100%	100%	100%

3.15 Interviewees were asked if they could describe their duties as an employer in relation to the registration requirements of the SSSC. The consultant team assessed the answers given against certain criteria:

- employers to work closely with SSSC to ensure social services workers have proper information about registration
- employers to encourage and motivate staff to register
- employers to ensure that staff in their employment start the registration process from the following dates:
 - Managers - from October 2006
 - Supervisors - October 2007
 - Practitioners - January 2009
 - Support Workers - April 2009.

3.16 Knowledge of registration requirements was fairly good but was general in nature. Most people were clear that staff had to be registered and that as an employer they had to provide support to staff to allow this to happen. However they were less clear on the dates by which staff had to embark on the registration process as only 8 respondents indicated that they knew about the timescales involved.

3.17 By assessing the responses given to the above question, the consultant team concluded that 50% of respondents had a partial understanding of SSSC registration requirements whilst a further 33% had full understanding. Only 17% had a limited understanding.

3.18 The finding that only one third of managers had a full understanding of registration requirements is an area of concern given the length of time it can take to mobilise a workforce towards training. It appears that more work needs to be undertaken to ensure the full message gets across rather than in bits and pieces as is currently the case.

3.19 There was little difference in understanding between Glasgow and the Highlands.

Table 3.3: Understanding of SSSC’s Registration Requirements, % of Respondents by Area

Level of Understanding	Glasgow	Highland	Total
Full Understanding	33%	33%	33%
Partial Understanding	53%	47%	50%
Limited Understanding	13%	20%	17%
Total	100%	100%	100%

The Current Position

3.20 One of the fundamental aims of the research has been to provide some insight into the qualifications gap which currently exists within voluntary sector social service organisations. The qualifications gap can be defined as the proportion of staff which do not currently hold an SSSC eligible qualification or are not engaged in working towards one. These individuals represent the proportion of the workforce most at risk of not achieving the SSSC’s registration requirements.

3.21 The following section presents the evidence on the qualifications gap across the range of staff levels. The gap has been calculated using the following simple formula:

$$100\% - (\text{No. of staff currently holding SSSC eligible qualifications} + \text{No. of staff currently working towards SSSC eligible qualifications}) = \% \text{ **Qualifications Gap**}$$

3.22 To provide a practical example, say a care home manager had 10 staff at the support worker level. Of these 10 staff, it was found that 4 staff currently held SSSC eligible qualifications and 4 were working towards the required qualifications. This would leave 2 staff without the necessary qualifications or taking steps to achieve them. In this case, the qualifications gap in that establishment at the support worker level would be 2. As a proportion of the 10 staff at that level this represents 20%.

3.23 In calculating, the gap the survey was dependent on care establishment managers having a firm understanding of the following:

- the number of staff they had at each level
- the qualifications required for registration with the SSSC at that level
- the proportions of staff which held or were currently working towards qualifications.

3.24 This was easier to obtain in some cases than others as managers inevitably had different levels of understanding in each of the above areas. For this, the qualifications gaps outline in this section should be treated as 'best' estimates.

Support Workers

3.25 Overall, some 34% of Support Workers held qualifications which qualify for registration with the SSSC, whilst 25% were working towards them. There was a significant difference between Glasgow and Highland with regard to the proportion of Support Workers that held qualifications for registration with the SSSC.

3.26 In Glasgow, only 12% of Support Workers held the necessary qualifications whilst only 19% were working towards qualifications. This represents a qualifications gap of 69%. However, in the Highlands the situation was more positive where 41% held qualifications and 27% were working towards them.

3.27 There was no relationship between the size of the organisation and the proportion of Support Workers that held qualifications or were currently working towards them.

Table 3.4: Proportion of Support Workers That Hold or are Working Towards Qualifications, %

Situation	Glasgow	Highland	Total
Currently Hold	12%	41%	34%
Working Towards	19%	27%	25%
Qualifications Gap	69%	32%	41%

3.28 At Support Worker level, the most common qualifications held were SVQ 2 in Care (held by 32% of those with qualifications) and SVQ 3 in Care (held by 51%). These were also the most common qualifications that people were working towards, with 37% and 33% respectively.

Practitioners

3.29 Exactly half of Practitioners across the 2 areas held qualifications that could be used to register with the SSSC, whilst 25% were working towards them. No real differences

existed between the regions. However what is significant that a quarter of staff at this level either did not hold or were not working towards any relevant qualifications.

Table 3.5: Proportion of Practitioners That Hold or are Working Towards Qualifications, %

Situation	Glasgow	Highland	Total
Currently Hold	49%	51%	50%
Working Towards	26%	24%	25%
Qualifications Gap	25%	25%	25%

3.30 Of those that did hold qualifications, 17% held SVQ 2 in Care, 56% held SVQ 3 in Care and 14% held HNC Social Care. Of those working towards qualifications, the vast majority (80%) were working towards SVQ 3 in Care.

Supervisors

3.31 The proportion of supervisors that held relevant qualifications was high at almost three quarters (73%) of the group. Twenty-seven percent were working towards them. The proportion of people that held qualifications in Glasgow was higher than in the Highlands, at 80% and 67% respectively.

3.32 The proportion working towards qualifications was higher in Highlands than in Glasgow however, at 37% and 14% respectively. The key message is that there is a minimal 2% qualifications gap at Supervisor level overall.

Table 3.6: Supervisors That Hold or are Working Towards Qualifications, %

Situation	Glasgow	Highland	Total
Currently Hold	80%	67%	73%
Working Towards	14%	37%*	27%
Qualifications Gap	6%	No Gap	2%

* Staff who meet registration requirements were also undertaking additional qualifications

3.33 Of those that held qualifications, 51% had SVQ3 in Care, 24% had RGO5 Qualification Meeting the Registration Requirements of Nursing and Midwifery Council and 12% had HNC in Social Care.

3.34 Of those that were working towards qualifications 36% were working towards a Registered Manager's Award, 41% were working towards SVQ3 in Care and 23% were working towards SVQ4 in Care.

Managers

3.35 The proportion of Managers that currently held qualifications for registration with the SSSC was very high at 97%. A third of Managers were also working towards additional relevant qualifications. The main finding is that there is no qualifications gap at the managerial level.

Table 3.7: Proportion of Managers That Hold or are Working Towards Qualifications, %

Situation	Glasgow	Highland	Total
Currently Hold	94%	100%	97%
Working Towards	47%*	24%*	33%*
Qualifications Gap	No Gap	No Gap	No Gap

* Staff who meet registration requirements were also undertaking additional qualifications

3.36 Of those that did hold qualifications, 41% held SVQ 4 in Care, 38% held RGO5 Qualification Meeting the Registration Requirements of Nursing and Midwifery Council and 34% held a Registered Managers' Award.

3.37 In summary, the survey found that the qualifications gap was more of an issue at the support and practitioner level as opposed to the supervisor and manager. This is to be expected given the higher numbers of staff employed at these levels. However, it is also corresponds with a wider body of training research¹⁴ which has shown that the lower skilled an employee, the less likely they are to receive training.

Routes to Qualifications

3.38 The majority of respondents (57%) said that staff had obtained their qualifications through internal training methods, for example staff were qualified as assessors, or the organisation had their own SVQ assessment centre. Other common methods included Further Education colleges (40%) and private training providers/external consultants (37%).

3.39 This result differs from research undertaken by Futureskills Scotland (2005) which found that for the social services sector as whole, private training providers/external consultants was the most favoured route for training in general.

3.40 Routes to qualifications were largely the same in both Glasgow and the Highlands, however some variations existed. For example 33% in Glasgow said staff had been recruited

¹⁴ GEN have undertaken several labour market research projects which have consistently identified that lower skilled staff are less likely to receive training. This trend was also highlighted in *Futureskills Scotland: The Scottish Labour Market Report 2006* and in the SSSC (2006): *The Social Services Workforce Funding for Training – Update Report*.

with qualifications compared to 20% in Highland, whilst 47% had used FE colleges in Glasgow compared to 33% in Highland.

Compliance with Registration Requirements

3.41 The overwhelming majority of respondents said they had a plan or a strategy in place to comply with the requirements of registration. Only 1 respondent (in Glasgow) said they did not have anything in place. This was due to the care home being part of an umbrella organisation which provided secretariat functions as opposed to central guidance on how to meet legislative requirements.

3.42 However respondents' knowledge of these plans seemed to be fairly general and many were unsure of the details. The main reason for this was that the responsibility for compliance with registration requirements tended to reside with a central training department in the larger organisations.

3.43 Having said that, all of those that said a plan was in place mentioned that it involved the training and eventual registration of staff and all could give an approximation of what the plan involved. For example:

- one organisation was trying to get funding to implement its own SVQ assessment centre
- another organisation had a learning and development department and co-ordinator to push through the training of staff
- another organisation had introduced a rolling programme of SVQ training which had been in place for the past 15 months.

3.44 Adult Residential Care homes in the Highlands seemed to be in need of assistance with training much more than those in Glasgow. Whilst only 1 respondent in Glasgow said they needed any kind of assistance (with the cost of training), six (40%) of those in the Highlands said they needed help with the cost of training. When this issue was explored further it was found that 4 of these homes were part of organisations that had less than 50 employees. Given the fact that many of the homes interviewed in the Highlands were part of small, local organisations then it is perhaps understandable that these would find it difficult meeting the cost of training.

3.45 Eighty six percent of organisations said they had identified qualifications that would allow those staff that did not have or were not currently working towards any to meet registration requirements. Of those that hadn't, all were based in the Highlands. The main reason was due to a lack of funding which made it difficult to plan ahead. However one mentioned that older staff did not want to do the qualifications as they thought there was little point given their age.

3.46 It should also be noted that the majority of organisations already have well established routes to qualifications in place. For example, if unqualified staff are currently working towards an SVQ3 in Care subsequent staff coming into the organisation will also follow this route. This was perhaps best illustrated in one large Glasgow organisation which has a series of workbooks in place which new staff work through as part of their induction. The workbooks act as pre-SVQ training and allow new staff to brush up or acquire new skills prior to commencing an SVQ2/3 level qualification.

3.47 Table 3.8 shows the percentage of staff at each level for whom qualifications had been identified. As can be seen, 70% of those organisations that identified qualifications had done so for Practitioners, although there was a marked difference between Glasgow and the Highlands (93% and 33% respectively). All these organisations said they intended to put Practitioner staff through SVQ Level 3 in Care. A mix of SVQ Levels 2 and 3 in Health and Social Care was identified for support workers, and this was the case in both Glasgow and the Highlands. The 36% of organisations who identified qualifications for Supervisors in Glasgow said they would put them through either SVQ Levels 3 or 4 in Care, whilst for Managers they would put them through the SVQ Level 4 in Care.

Table 3.8: Staff Identified to Undertake Qualifications, % by Level

Staff Position	Glasgow	Highland	TOTAL
Support Worker	29%	67%	44%
Practitioner	93%	33%	70%
Supervisor	36%	0%	22%
Managers	14%	0%	9%

3.48 Overall, 47% of respondents said they would have all staff registered by the end 2008 whilst 17% said end of 2009. Ten percent said it would be 2010 before all their current staff were registered. The smaller the organisation, the later its estimate of this date tended to be.

Summary

3.49 From the data gathered on staff and the levels of qualification that they either held or were working towards, some key messages have emerged:

- a large proportion of Support staff (41%), particularly in the Glasgow area (69%), have no qualifications that can be used for SSSC registration and are not currently working towards any
- this situation is less pronounced amongst Practitioners, where only a quarter in each region have either no qualifications or are not currently working towards any

- the Supervisor and Manager groups appear to have no real issue with qualifications gaps based on the survey findings
- the vast majority of interviewees said their organisation had a plan or strategy in place to meet registration requirements.

Barriers to Registration

3.50 This section looks at the barriers that organisations said they would face in attempting to meet the SSSC's registration requirements.

Cost

3.51 As Table 3.9 shows, there was a real variation between the regions as to the extent to which cost was a barrier to their meeting registration requirements. Cost was more of an issue in the Highlands with 60% of respondents stating that cost was either a 4 or 5 on the scale (27% and 33% respectively) compared to 14% in Glasgow. Further analysis found that these organisations tended to be smaller than those that said cost was not a significant barrier. These respondents said that due to the size of the organisation (and the fact they were in the voluntary sector) it made it difficult to raise funds to pay for training.

3.52 The relative disadvantage of the voluntary social services sector in terms of funding for training was highlighted in a recent report by the SSSC¹⁵. The report highlighted that in rough terms, local authorities received at least twice as much as voluntary providers and three times as much as private providers. The document concludes that a comprehensive of the funding available to the social services sector is required. A review which will *'make recommendations for the medium and longer term designed to re-dress the balance, to focus on priorities and to achieve a more effective and efficient system of distributing funding.'* (SSSC 2006, p.11).

3.53 With regards to obtaining support towards the cost of training, half of respondents said they would definitely get assistance. Sources tended to vary and included the Scottish Government's Voluntary Sector Development Fund (VSDF), subsidised local college places and internal funds allocated from within the organisation. Again variation existed between the regions, with this figure rising to 67% in Glasgow and falling to 33% in the Highlands. This may point to the need for greater awareness raising of the additional funding sources available to Highland care establishments.

¹⁵ Scottish Social Services Council (2006) – The Social Services Workforce Funding for Training – Update Report

Table 3.9: % of Respondents Rating Cost of Training as Barrier to Registration

Rating	Glasgow	Highland	Overall
1 = No Barrier	27%	7%	17%
2	27%	13%	20%
3	33%	20%	27%
4	7%	27%	17%
5 = Significant Barrier	7%	33%	20%
TOTAL	100%	100%	100%

Access

3.54 There was not an issue with organisations getting access to the relevant training. The larger organisations tended to have in-house learning and development departments that would provide training for staff, whilst for the smaller organisations they tended to source training externally. For the one organisation in the Highlands that said Access to Training was a “5” in terms of its significance as a barrier, this was due to their extreme rural location which made it difficult to source and access appropriate training/learning materials.

Table 3.10: % of Respondents Rating Access to Training as Barrier to Registration

Rating	Glasgow	Highland	Overall
1 = No Barrier	33%	40%	40%
2	53%	40%	40%
3	7%	13%	13%
4	7%	3%	3%
5 = Significant Barrier	0%	3%	3%
TOTAL	100%	100%	100%

3.55 Sixty percent of respondents said they would access training internally in the future i.e. from within their own organisation. Thirty seven percent said they would use FE colleges. These proportions were broadly similar in both Glasgow and the Highlands.

Staff Cover (Replacement Costs)

3.56 There was no real consensus as to the significance of arranging staff cover as a barrier to registration. However 50% rated it as either “1” (23%) or “2”(27%) on the scale. Again in the Highlands there was more concern about arranging staff cover, as just under half (47%) rated it as a “4” (20%) or a “5” (27%). That said, more Glasgow managers rated staff cover as a significant barrier (13%) than was the case with the cost, access or soft skills barriers.

3.57 The main reason why staff cover was rated this way was due to the cost of arranging cover. Limited budgets meant that it was often difficult to pay more staff to come in and cover shifts. However, the size of the organisation did not seem to play a big part in whether arranging staff cover was seen as a barrier. Indeed, 5 of the organisations that rated staff cover as a “4” or “5” had over 250 employees.

Table 3.11: % of Respondents Rating Arranging Staff Cover as Barrier to Registration

Rating	Glasgow	Highland	Overall
1 = No Barrier	27%	20%	23%
2	27%	27%	27%
3	27%	7%	17%
4	7%	20%	13%
5 = Significant Barrier	13%	27%	20%
TOTAL	100%	100%	100%

Soft Skills

3.58 There was a large degree of variation between the regions when it came to how employees’ soft skills were viewed. In Glasgow, almost three quarters of respondents (73%) rated it as a “1” on the scale i.e. “No barrier” to meeting registration requirements. In the Highlands however over two thirds of respondents (67%) rated it as a “3”. This was mainly due to the fact that some staff coped better with written work and the demands of the qualifications than others. Some staff members required extra assistance whilst others had no problems at all.

3.59 On the whole, soft skills appear to be a bigger barrier in the Highlands than in Glasgow. The current research only touched upon soft skills in relation to the barrier it presents to registering staff. Soft skills is a wide area and encompasses many different aspects of a staff member’s competence. **In view of this, we would suggest further research to examine the extent and nature of the geographical disparities in soft skills.**

Table 3.12: % of Respondents Rating Existing Soft Skills as Barrier to Registration

Rating (where 1 is no barrier and 5 is a significant barrier)	Glasgow	Highland	Overall
1	73%	0%	37%
2	13%	13%	13%
3	7%	67%	37%
4	7%	13%	10%
5	0%	7%	3%
TOTAL	100%	100%	100%

Single Biggest Barrier

3.60 The research was keen to identify what adult residential care homes felt was the biggest single barrier to achieving registration requirements. This was obtained in two ways. The first was to obtain an average score for each barrier. Table 3.13 displays this information and shows that cost was identified as the single biggest barrier faced by adult residential care homes. Access to training was seen as the least barrier to achievement.

Table 3.13: Single Biggest Barrier to Registration

Barrier	Average Rating (5 = Significant Barrier)
Cost	3.0
Access to Training	1.9
Staff Cover (Replacement Costs)	2.8
Existing Soft Skills	2.3

3.61 Secondly, leaving scores aside, respondents were asked to identify what they felt was the biggest single barrier to meeting registration requirements. Again cost was singled out as the principal barrier, cited by 33% of respondents. Although this was the single largest response, 37% gave some other barrier, of which the most common was staff motivation to undertake training.

3.62 There was some concern amongst the managers surveyed that staff motivation to undertake training would be the single biggest barrier to upskilling the workforce. It was commented that care homes have traditionally attracted staff that are less academic and keen to undertake a 'hands-on' job as opposed to one based at a desk. The introduction of the requirement to study requires staff to put in some degree of study in their own time. This has met with some resistance and may prove to be an issue in future according to the views of a number of managers. It was also found that in some organisations, staff would be reluctant to undertake training as they were not sure how they would benefit from the resultant qualification.

Organisational Plans to Meet Registration Requirements

3.63 The majority of respondents were positive about their organisation's preparedness in meeting the demands of registration. Two thirds in both Glasgow and the Highlands rated their organisation as either "4" or "5" (where 1=unprepared and 5=prepared).

3.64 Further, 69% felt their organisation had exhibited examples of good practice or innovation in preparing for registration. Examples included:

- putting staff through training as a group rather than individually to ensure that they provide mutual support
- providing staff with workbooks which they use to prepare for the demands of subsequent qualifications
- training all managers to assess awards. Each manager then becomes responsible for 2 candidates and ensures they get appropriate training
- employing internal SVQ assessors and stationing them geographically to provide network of support and assessment across the organisation

Conclusions

3.65 This chapter has presented the findings from the establishment survey of qualifications. The key messages from this are:

- establishments in Glasgow were more likely to be part of larger, national organisations than those in the Highlands
- only one third of managers interviewed can be considered to have a full understanding of the SSSC's registration requirements
- the qualifications gap is more of an issue with front line workers. Overall there was found to be:
 - no gap at the manager level
 - a 2% gap at the supervisor level
 - 25% gap at the practitioner level
 - 41% gap at the support worker level.
- support workers in Glasgow have the biggest gap with 69% of staff not holding or working towards the required qualifications
- the most common routes to registration are the SVQ2 and SVQ3 level qualifications at the support worker and practitioner levels. The Registered Managers Award and SVQ4 are preferred at the supervisor and managerial levels
- cost was perceived to be the biggest barrier to meeting registration requirements. Indeed it was seen to be more of an issue in the Highlands than in Glasgow. Arranging suitable staff cover was seen as the biggest barrier in Glasgow.
- the existing soft skills of staff did not emerge as a significant issue in meeting registration requirements, however the motivation of staff to work towards qualifications was highlighted as an issue by several managers.

3.66 Overall, most managers felt their organisations were well placed to meet the SSSC's registration requirements. As part of larger organisations, all but one establishment was following a wider organisational plan. Plans tended to be co-ordinated centrally by the organisations' training or learning and development department. In short, the survey found no sense of panic.

4 Staff Turnover

Introduction

4.1 This section assesses the extent of staff turnover amongst the establishments in the sample and the perceived effects on their operations. It should be emphasised that staff turnover here only relates to turnover at the establishment level. A separate report on voluntary sector organisational turnover has been produced and accompanies this piece of work.

Staff Turnover Ratio

4.2 Staff turnover can be calculated in a number of ways. In order to be consistent with the way staff turnover is calculated in other sectors of the economy, the research has used the definition offered by the National Employer Skills Surveys in Scotland and England. This follows the simple formula:

$$\text{Turnover} = \frac{(\text{number of recruits in the past 12 months} + \text{number of leavers in past 12 months})}{(2 \times \text{the number of employees 12 months ago})} \times 100$$

4.3 Table 4.1 shows the extent of staff turnover in the establishments surveyed. **The staff turnover rate for the adult residential care homes was 15%.** Within this staff turnover was slightly higher at 17% in Glasgow than 13% in the Highlands.

Table 4.1: Staff Turnover in Glasgow and Highland, %

Area	No. of Recruits in Past 12 months	No. of Leavers in Past 12 months	Number of Employees 12 months ago	Staff Turnover Rate
Glasgow	51	42	266	17%
Highland	43	45	328	13%
Total	94	87	614	15%

4.4 Whilst this rate has been calculated on a relatively small sample of 30 establishments, it compares favourably with turnover rates obtained elsewhere in the social services sector. Specifically:

- it is 3% lower than the 18% turnover figure estimated by Futureskills Scotland (2005) for the wider social services sector
- in terms of the Skills for Care (2007) English NMDS work the turnover rate is 4.3% lower than the 19.3% for the adult care sector in England
- it is also 6% lower than the 21% turnover reported for the voluntary sector as a whole in the SCER (2005) *Something to Believe In* report.

New Recruits

4.5 Information on where employees had joined from was available for 84 of the new recruits. There appears to have been a high level of churn within and amongst social services providers. The majority have had some level of social services experience prior to joining their current employer. In detail:

- 18% came from within the social services department of the same authority or organisation
- 18% came from another social care organisation in the voluntary sector
- 16% came from another social care organisation in the private sector
- 9% came from unemployment.

4.6 The recruitment of migrant workers within adult residential care organisations was found to be small scale amongst those surveyed. Indeed a total of only 15 migrant workers had been recruited since 2006¹⁶. Of these, 6 had come from a country within the EU whilst 9 had come from a country outside the EU.

4.7 The higher proportion of workers from outside the EU is an interesting finding. A good example of the contribution migrant workers can make to an establishment was seen recently in the Scottish Borders¹⁷. In this case, eight Filipino care home workers successfully won their case against deportation back to the Philippines. Their employer argued that the staff in question were well qualified and very difficult to replace within the local labour market. This was accepted by the Home Office and within a year all could qualify for British citizenship. This highlights the vital role migrant workers can play, particularly in rural areas where the labour market is tighter.

Leavers

4.8 Information on the reasons why people left was available for 81 of the 87 across the sample. The results shows that drift out the sector was low. In particular:

- 23% had left to take up a new position at a similar level
- 21% had left for family reasons
- 15% had left to take up a promotion within the sector
- 11% had left to continue in full time education

4.9 Similarly, information on the types of organisations that people had gone to was available for 80 of the 87 total leavers. However it should be emphasised that much of this

¹⁶ 2006 represents the accession date for the A8 countries into the European Union

¹⁷ This article can be found at http://news.bbc.co.uk/1/hi/scotland/south_of_scotland/7074553.stm

information was based on the manager's own knowledge rather than the recorded outputs of an exit interview. This was highlighted as an issue in the recent NMDS-SC work released by Skills for Care (2007) which highlighted that in England over one third of leaver destinations were unknown. In the current research it was found that:

- 13% of leavers had gone to another post within the same organisation
- 10% had gone to an NHS organisation, although the vast majority of these left one single establishment in the Highlands to join the NHS
- 9% had gone to the social services department of a local authority
- 26% had gone to another undisclosed destination

4.10 For those where leaver destination was available, managers reported that a total of 12 staff had left social services altogether. Of these 8 staff had joined the NHS, with 7 leaving from the same care home in the Highlands. Two leavers joined the printing profession, one the police service and one became a bus driver. Taken as proportion of total leavers this represents a rate of 14%.

4.11 Although a figure of 14% leaving the sector is relatively high, it should be borne in mind that the absolute numbers are small. Too literal an interpretation of this figure would suggest that the NHS is the biggest outside threat to the sector, when in actual fact the NHS appears a localised route out of social services in one part of the Highlands. Indeed given the fact that 7 left from one establishment it appears that 'word of mouth' has been a prominent factor in this instance.

4.12 The findings appear to go against the so-called 'Tesco Effect'; the anecdotal observation that care staff are leaving to join competitors such as the retail sector. The findings are consistent with the Skills for Care (2007) NMDS work which found that only 3% of English care staff from the private sector and 1% from the voluntary sector left to join retail. The current research did not find any evidence of staff leaving the sector to join retail or indeed other sectors with similar pay levels.

Impact of Staff Turnover

4.13 As can be seen from Table 4.2 below, staff turnover was not felt to be an issue in individual workplaces. Overall only 3% overall said that it was a significant issue. The majority (43%) said it was no issue at all.

Table 4.2: How much of an issue is staff turnover in your workplace, %

Scale	Glasgow	Highland	TOTAL
1 = No Issue	40%	47%	43%
2	40%	27%	33%
3	7%	7%	7%
4	13%	13%	13%
5 = Significant Issue	0%	7%	3%
TOTAL	100%	100%	100%

4.14 Staff turnover was reported to be greatest amongst Class 3 workers, cited by 57% of respondents. However there was a degree of difference between the regions. Fifty percent of those in the Highlands said turnover was greater amongst Class 2 workers, compared to 31% in Glasgow.¹⁸ It is not surprising that turnover was higher amongst these groups as staff are more numerous at this level and more people would be expected to join and leave in any period of time. The CMDS job function classification is presented as Appendix 2.

4.15 Managers were asked to identify the reasons why staff turnover happened within their establishments. It should be emphasised the responses were based on managers' own perceptions of why staff left as opposed to direct consultation with the staff themselves. The main reasons cited were in order of frequency were:

- low wages and salaries – staff at care assistant level would often leave to join other social service providers which could pay them a higher hourly rate. It was stated this may only be 40 or 50 pence, but on a rate marginally above minimum wage levels this would often be enough to entice staff. This was a particular issue when staff had recently completed an SVQ level qualification
- lack of career progression – the relatively flat management structure in place in care homes means that opportunities to progress can be limited. Supervisors and managers tend to stay in post for long periods, meaning care staff wishing to progress have to leave if they want to take on a promoted post
- dissatisfaction with the organisation – managers' reported that care staff leave because they are looking for a change of scene as much as anything else. In a job that can become repetitive, the chance of working in new surroundings with new service users and new colleagues can be an attractive prospect.

¹⁸ However only 8 people in the Highlands answered the question

4.16 A number of managers reported that in some instances, younger care staff leave when they begin to realise the demands involved in providing care. The level of responsibility and obligations of the job can be too much for them and as such they can move with the first few months.

4.17 With regards to the implications of staff turnover on the establishments surveyed, the biggest impact was said to be on meeting the needs of service users. This was consistent for both Glasgow and the Highlands. This implication was said to manifest itself in two ways, most important of which was the emotional upset caused to service users by staff turnover. Breaking of relationships that have built up over a number of years between staff and service users was said to cause distress, particularly for older service users.

4.18 The second element to this was ensuring adequate cover to meet service users basic care needs. Fluctuations in staffing could also lead to additional implications such as increased use of agency staff and increases in the time and cost of training new staff.

4.19 It was felt by the majority of respondents that staff turnover had a minor impact or no impact on their establishment. For example, 43% said it had a minor impact whilst 27% said it had no impact. There was more of a polarisation of views in the Highlands, where a third of people said it had a major impact but 47% said it had no impact. In Glasgow, only 27% said it had a major impact but 67% said it had a minor impact.

4.20 Further exploration of these ratings with managers found that the majority felt staff turnover was a manageable issue. There was an agreement that it caused short-term disruption when it happened, but overall it was generally at a level which would allow the establishment to function effectively. There was a recognition that staff turnover was a fact of life for all employers and that the challenges faced by care home managers were no different to managers in other sectors of the economy.

4.21 Overall, managers felt that staff turnover had largely stayed the same over the last 3 years. Indeed 57% said it had stayed the same whilst 27% said it had decreased. Again the regional differences are worthy of comment; in the Highlands, 27% said it had increased compared to only 7% in Glasgow.

4.22 Fifty seven percent of organisations had taken some action to reduce staff turnover in the past three years. Examples included:

- introduction of shorter shifts to make the hours more sociable and attractive to people
- improvement of terms and conditions including introduction of a pension scheme, childcare vouchers, access to a credit union and more regular training

- re-structuring of departments to reduce duplication of effort in an attempt to make people's jobs less demanding
- introduction of team building exercises to improve staff morale
- recruitment of local people to work in jobs in particular geographic areas, thereby stripping out travel time and travel costs

4.23 Fifty nine percent said that their organisation had no plans to introduce additional action to reduce staff turnover in the next 6-12 months. This was largely due to 2 factors. Firstly, some establishments felt there was nothing they could do to stop staff leaving or secondly, that there was no need for them to do anything because staff turnover was not an issue. Consequently, very few gave views on what assistance they would need to address staff turnover.

4.24 Where sources of assistance were identified, frustrations tended to be directed at external funders such as local authorities. Cutting of rates paid to voluntary sector organisations for providing services was said to impact on wages that could be paid to staff. In turn, lower wages was felt to fuel staff turnover. In summary, it was felt higher funding levels would mean higher wages and ultimately the social services sector becoming a more attractive place to work.

5 CONCLUSIONS

Introduction

5.1 This final chapter draws together the main findings from the study in order to formulate a number of conclusions. In reviewing this it should be remembered that these are based on a relatively small sample of 30 adult residential care establishments. The conclusions are structured around the following:

- urban and rural differences
- compliance with requirements
- establishment turnover.

Urban and Rural Differences

5.2 The aim of surveying an equal number of establishments in Glasgow and the Highlands was to ascertain whether there were any differences in the qualifications of the respective workforces and in their preparations for registration. **The key conclusion is that there are no substantial differences.**

5.3 In terms of our survey sample, the Highlands establishments were marginally bigger with 24.8 staff in comparison to 18.9 in Glasgow. Establishments in the Highlands were also differently structured with more support workers than in Glasgow, although this may be due to differences in interpretation of staff responsibilities.

5.4 Levels of understanding of the SSSC's registration requirements are marginally better amongst the Glasgow managers surveyed, however the absolute numbers are small. **Of more concern is the finding that only one third of managers consulted can be considered to have a full understanding of the SSSC's requirements.**

5.5 On the basis of the survey, the Highlands can be considered to be better positioned to meet registration requirements than Glasgow. Highlands establishments had less qualifications gaps at all levels. **Support workers in Glasgow came out as the area for most concern with 69% of staff at this level not holding or currently working towards the qualifications needed for registration.**

5.6 **Overall, cost was seen as the biggest barrier to meeting registration requirements.** It was seen as a bigger barrier in the Highlands. Staff cover was the biggest barrier in Glasgow.

Compliance with Requirements

5.7 **The key conclusion is that 97% of the establishments surveyed had a plan or strategy in place to comply with the SSSC's registration requirements.** In addition, the majority of managers' felt this plan would be effective with a high proportion stating their organisation was well prepared to meet their obligations.

5.8 Responsibility for meeting requirements was found to reside almost exclusively at the central organisational level. Plans tended to be co-ordinated by a training or learning and development section at organisational headquarters. All organisations were found to have 'tried and trusted' routes to qualifications with the most popular being through internal SVQ assessment centres, further education colleges or external training providers.

5.9 **The study found little evidence of collaboration between voluntary organisations in attempting to meet the requirements.** Organisations tended to be working in isolation from one another with each implementing their own workforce development plans. In this sense, the landscape was fragmented.

Establishment Turnover

5.10 **Staff turnover in the preceding 12 months (September 06 – September 07) was found to be 15% amongst those establishments surveyed.** This can be considered to be low and less than any other comparable figures we have found for other parts of the sector. Staff turnover was marginally higher in Glasgow at 17% than the Highlands at 13%.

5.11 One possible explanation is the motivations of individuals working in the sector. People enter and indeed choose to remain in the sector for reasons other than financial reward. SCER¹⁹ (2005) comment that existing employees in the voluntary sector believe that their work makes a real difference to people's lives and offers high levels of job satisfaction and personal fulfilment. This study's findings would seem to reinforce this view with limited levels of staff turnover and low levels of people leaving the sector. Of last year's leavers, only 14% left for another sector of the economy.

5.12 Furthermore, the survey found that low numbers of migrant workers had been recruited into the adult residential care workforce since 2006. In total this amounted to only 15 staff from outwith the UK.

5.13 **On the whole, staff turnover was considered to manageable by those managers interviewed. Seventy percent of managers surveyed felt it had either a minor impact or no impact on their establishment.** The main implication was felt to be difficulties in meeting

¹⁹ Scottish Centre for Employment Research (2005). *Something to believe in: A report on recruitment problems and opportunities in the Scottish Voluntary Sector*

the needs of service users. Moreover, staff turnover was considered to have largely stayed at the same level over the past 3 years.

5.14 A complementary study on organisational staff turnover accompanies this research. The report provides additional insight into the issue of staff turnover.

Recommendations

5.15 Based on the above conclusions we recommend a number of areas that the Voluntary Sector Social Services Workforce Unit could progress. These include:

5.16 **Supporting the SSSC in conveying the requirements of registration to the voluntary sector.** This study has highlighted there is still work to be done. The VSSSWU is potentially best placed to communicate this to the voluntary social services sector through its workforce development network and established links with providers.

5.17 **Providing greater levels of support to Highland based organisations in relation to training support and information about potential funding sources.**

5.18 **Continuing to raise issues about the cost of training.** In particular how it can impact disproportionately on smaller voluntary social services organisations. Based on the findings in the Highlands, this study has shown some evidence that smaller organisations view cost as a bigger barrier than larger organisations.

5.19 **Continuing to advocate the need for a learning culture within the voluntary sector social services.**

5.20 **Commissioning further research into the adequacy of 'soft skills' within the voluntary social services.** In particular this should focus on the extent and nature of the geographical disparities in Scotland.

5.21 **Extending the research to cover other sub-sectors of the social services workforce e.g. housing support.**

APPENDIX 1 – LIST OF ESTABLISHMENTS SURVEYED

We are very grateful to the following establishments for taking part in the research. Their contributions were greatly appreciated.

GLASGOW

Carbeth House Project
The West End Service
Alder Road Project
Florentine House
Williamwood Care Home
The No. 1 Service
David Cargill House
The Scarrell Road Project
Forrest House
The Whiteinch Project
Maryhill Women's Project

The Fred Martin Project
Brisbane Supported Accommodation Project
Ar Caladh
Huntly Lodge

HIGHLANDS & ISLANDS

Leverburgh Care Home
45 Mayne Road
Taigh Farrais
Colleonnord Court
Anderson's Care Home
Ballifeary House
Alba Place
Moray Residential
Walter and Joan Gray Care Home
Moray Services
Housing Support for Adults with Learning Disabilities
Cameron House
Moor Cottage
Isle View Care Home
Achvarasdal

APPENDIX 2 – CORE MINIMUM DATA SET (CMDS) JOB FUNCTION CLASSIFICATION

This classification system is seen as applying to the primary function of all staff working in Social Care, Early Years & Childcare, and Independent Health Care

Function Category	Function Description	Sub-Categories
C0 Administrative/Support worker	Ancillary staff whose main remit is to provide administrative, clerical and business support or direction and who normally have little direct, and no unsupervised contact with service users. They may be involved in a strategic role such as finance or policy planning.	C0A – Secretarial/clerical C0B – Finance/Accounts C0C – Human Resources/Training C0X – Other Administrative/Support
C1 Ancillary worker	Ancillary staff whose main remit is not providing care but who normally have direct, often unsupervised contact with service users.	C1A – Catering C1B – Domestic Services C1C – Portering C1D – Gardening C1E – Building Maintenance C1X – Other Ancillary

Function Category	Function Description	Sub-Categories
C2 Class 2 worker	Staff who provide direct personal physical, emotional, social or health care and support to service users and are accountable for dealing with routine aspects of a care plan or service. These staff usually have no supervisory responsibility.	C2A – Routine Care/Support Work (other than Home Care, Care Home and AHP assistance) C2B – Home Care C2C – Routine Care/Support Work (Care Home) C2D – Allied Health Profession assistant C2E – EY&C Support Workers C2X – Other Level 2 Care work
C3 Class 3 worker	Staff who supervise the delivery of particular aspects of care and services in a particular setting which usually involves supervising other staff on a day-to-day basis (eg. Meals Supervisor, Chargehand, Day Care Instructor, Senior Care Assistant). Staff may also contribute to the assessment of care needs, the development/implementation of care plans and the monitoring/evaluation of the delivery of care and services, as required.	C3A – Senior Care worker (other than Day care/Care home) C3B – Senior Care worker (Day care) C3C – Senior Care worker (Care home) C3D – EY&C Practitioners C3X – Other Level 3 Care work

Function Category	Function Description	Sub-Categories
C4 Class 4 worker	Staff responsible for the assessment of care needs, the development/implementation of care plans, the delivery of care and services and the monitoring/evaluation of the delivery of care and services within a specific setting. Staff work with minimal supervision, are likely to but don't necessarily supervise other staff and may be designated to take charge of a discrete service delivery area in the absence of the person with continuing responsibility.	C4A – Social Worker C4B – Deputy Unit/Project Manager C4C – (Senior) Allied Health Professional C4D – Teachers C4E – Registered Nurses C4X – Other Level 4 Care work
C5 Unit/Project manager	Staff with continuing responsibility for the management of care and service provision in a discrete service delivery area (eg a single service care home, a service delivery unit in a care home with multiple services, a specific project involving a number of professional staff, a social work team). Staff are responsible for monitoring and maintaining standards of care and the management/deployment of staff and other resources in that service delivery area.	C5A – Senior Social Worker C5B – Team Leader C5C – Project Manager C5D – Care Home manager (single service) C5E – Other Service Delivery Unit Manager C5X – Other Unit/Project Manager

Function Category	Function Description	Sub-Categories
C6 Group manager	Staff with continuing overall responsibility for the management of care and service provision in two or more discrete service delivery areas (eg a group of care homes, a care home comprising a number of service delivery units, a number of projects, a number of social work teams). Staff are responsible for monitoring and maintaining standards of care, setting aims and objectives and the management/deployment of staff and other resources across those service delivery areas.	C6A – Service Delivery Unit Group Manager C6B – Project Group Manager C6C – Care Home Group manager (single home with multiple services, or group of homes) C6X – Other Group Manager
C7 Director/Chief Executive	Staff with the highest level of continuing overall responsibility for the management of care and service provision in the organisation. Staff at this level have a given place on the organisation’s governing body	C7A – (Deputy) Director of Social Work/Chief Social Work Officer C7B – (Deputy) Director of Independent

APPENDIX 3 – REFERENCES

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