



# **Voluntary Sector Social Service Organisations Staff Turnover**

**A report to the Voluntary Sector Social Services Workforce Unit**

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## EXECUTIVE SUMMARY

### Introduction

GEN Consulting was commissioned by the Voluntary Sector Social Services Workforce Unit (VSSSWU) to undertake research into the current rate of staff turnover within a sample of voluntary sector social service organisations. The research was intended to establish the current rate and explore the reasons why it happens. The findings from this study should be considered alongside a parallel VSSSWU research project undertaken by Rock Solid Research and entitled *'Recruitment and retention lessons from beyond the social services sector'*. This examined the recruitment and retention lessons the voluntary sector can learn from other sectors of the economy.

### Recruitment and Retention

The organisations surveyed varied considerably in scale. Over one third of the organisations operated nationally, whilst just under half (47%) operated across more than 10 sites.

Taking the workforce of the organisations as a whole, 43% of staff were full time, 36% were part time and 21% were sessional. The workforce was also predominantly female, with 70% of the staff at the surveyed organisations being female, in comparison to 30% who were male. This is comparable with the gender split reported by the Scottish Executive (2006)<sup>1</sup> which highlighted around 76% of employees in the social services sector were female.

The staff leaver rate for the survey sample was 16%. This amounts to around 1 in every 6 staff changing jobs and was lower than the recruitment rate of 19%. The overall implication of a lower leaver rate than recruitment rate is that the voluntary sector social service organisations have been growing in employment terms over the last year. However it should be emphasised that many organisations, especially the larger voluntary sector social service organisations did not systematically collect exit information from leavers

From those organisations that could track the origin of their recruits it was apparent that new employees came from a different social services organisation. In total 68% of all new recruits came directly from elsewhere in the sector. The joiner and leaver data highlighted two significant trends. The first is there is a high degree of movement within the social services sector in terms of staff moving from one organisation to another. The second is there is a low number of people entering the sector from other career paths or non employment. The overall

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<sup>1</sup> Scottish Executive (2006). *Scotland's Social Services Labour Market: 2<sup>nd</sup> Report of National Workforce Group*

implication is that the voluntary sector social services workforce is largely self contained in terms of where it recruits from.

## **Staff Turnover**

The staff turnover rate for the voluntary sector social services sector was 17%. Whilst this rate has been calculated on a relatively small sample of 30 establishments, it is broadly in line with rates obtained elsewhere in the social services sector. The main reason for staff turnover cited by employers was low wages & salaries, suggested by 38% of organisations. This is consistent with the main reason, low pay, found in the Scottish Care Skills Needs Survey (2007).

Overall, staff turnover was not reported as being a major issue in the establishments under study. Only 7% of organisations said that it was a significant issue. This finding is consistent with the adult residential care home study which also found that staff turnover was not a significant issue amongst the establishments surveyed. Moreover, staff turnover was viewed as having a minor impact on establishments by 50% of those questioned, though a further 43% stated that it had a major impact. Just 7% stated that turnover had no impact on their organisation.

The main implication of staff turnover for voluntary sector social service employers was difficulties meeting service user needs, cited by 66% of employers. These findings suggests that there are two broad difficulties in terms of staff turnover. The first is in providing a quality service to users. The second implication is to the organisation which then have to spend valuable time sourcing, appraising and then training new staff.

In total 64% of the organisations had taken some action to address or reduce staff turnover in the past 12 months. The main action taken included:

- looking at improving wages and salaries
- looking at non financial benefits to staff (flexible working, holidays, health cover)
- the introduction of personnel policies around induction, staff appraisal, staff feedback and ongoing training.

In contrast 37% had taken no action. These organisations did not take any action largely because they believed that staff turnover was not an issue.

## **Conclusions**

The key conclusions from the study are:

- **a number of organisations had difficulty thinking in terms of the CMDS categories.** This is to be expected given the recency of CMDS, but it is our

assertion that it will take some time before organisations can align their systems to provide the data required to feed into the CMDS. In addition, the lack of quality data on leaving destinations highlights the need for more rigorous application of exit interviews across the sector.

- **a significant number of organisations (10+) were contacted which did not collate staff turnover information centrally.** Of these over half were large organisations employing several hundred employees. This is an important finding as attempts to obtain rich workforce information using CMDS may be undermined by poor internal record keeping.
- **the study found that that the voluntary social services sector is characterised by a high proportion of female employees (70%) with the majority of staff employed at the Class 2 level (routine support/care worker).**
- **the sector was found to have a lower leaver than joiner rate, which highlights that it has grown in employment terms in the past 12 months.**
- **there is a high degree of staff churn amongst private, public sector and voluntary organisations in social services.**
- **one suggestion made by organisations was the creation of a single recruitment space specifically for voluntary sector social service organisations.** This concurs with the recommendations of a parallel study carried out for the VSSSWU which suggested a website approach similar to Good Moves.
- **excessive levels of staff turnover are not an issue in real or perceptual terms for the organisations surveyed.** The staff turnover rate of 17% is comparable with that observed elsewhere in the social service sector and the economy as a whole.
- **just under two thirds of organisations stated that staff turnover had stayed the same over the last 3 years. This suggests that turnover is an issue that voluntary organisations have accepted and have systems in place to deal with it.**

# 1 INTRODUCTION

1.1 GEN Consulting was commissioned by the Voluntary Sector Social Services Workforce Unit (VSSSWU) to undertake research into the current rate of staff turnover within a sample of voluntary sector social service organisations. The research was intended to establish the current rate and explore the reasons why it happens. The findings from this study should be considered alongside a parallel VSSSWU research project examining the recruitment and retention lessons the voluntary sector can learn from other sectors of the economy.

## Key Objectives

1.2 The study was expected to provide information on :

- the amount of staff turnover/churn which currently exists
- an insight into the reasons for this including what level is considered reasonable and excessive
- actions being taken by organisations to address staff turnover
- an indication of whether staff turnover is increasing, decreasing or remaining stable
- an indication of what the future may look like according to different scenarios.

## Methodology

1.3 The study involved 30 telephone consultations with a sample of voluntary sector social service providers. The majority of these were drawn from organisations which participate in the VSSSWU's workforce development network. A full list of the establishments surveyed is attached as Appendix 1.

## Report Structure

1.4 This is a short and focused report detailing the key findings from the study. It is structured as follows:

- **Chapter 2** breaks down the workforce composition of the organisations surveyed
- **Chapter 3** considers recruitment and retention rates
- **Chapter 4** analyses staff turnover
- **Chapter 5** draws together the findings from the study and presents our conclusions.

## 2 Workforce Composition

### Introduction

2.1 This chapter outlines the key characteristics of the voluntary sector social service organisations surveyed as part of this work and outlines the main features of their workforce.

### Organisational Characteristics

2.2 Just over one third of the organisations (37%) had an operation that was national (that is Scotland). A further 30% each were either local or regional in their operation.

2.3 The vast majority of organisations (67%) operated in both urban and rural areas. A further 30% operated exclusively in urban areas, while just one organisation operated exclusively in a rural context.

2.4 Just under half of the organisations (47%) operated across more than 10 sites, while just over one quarter (27%) operated as single site organisations. Around 23% operated in a small number of sites, with the remainder operating in between 5-10 sites.

2.5 The large proportion of organisations that operated across more than 10 sites reflects the general size of the organisations surveyed, with one third being classed as large in terms of employment (between 250-1,000 staff). The next largest sizebands were small (between 25-50 staff) and medium firms (between 100-250 staff) which accounted for 17% of the organisations each. Only a small proportion of the organisations were either very small (less than 10 staff) or very large (more than 1,000 employees).

2.6 The surveyed organisations covered a broad spectrum of social services activities with one third mainly delivering housing support services (33%). This was the largest or main activity of the organisation. It was apparent that many of the organisations delivered a range of services across the social services sector. The results in this section therefore cover the main activity rather than the breadth of delivery. The next most common main areas of activity included:

- community based activities, including fieldwork, which accounted for 27% of those surveyed
- residential and day services, accounting for 17% of the respondents each.

2.7 A small number of the organisations delivered care at home activities (3%), while a further 3% classified themselves as 'other'.

## Workforce Characteristics

2.8 Across all the organisations surveyed 43% of staff were full time, 36% were part time and 21% were sessional. This is comparable with Research by Futureskills Scotland (2005)<sup>2</sup> which found that the social services sector was characterised by higher than average levels of part-time jobs, 49% against an average of 31% for all other sectors. The divergence is likely to reflect the splitting out of sessional workers in our survey.

2.9 The bulk of the workforce were on permanent contracts, with 92% falling into this category. The survey found a low level of temporary employment across the organisations surveyed. Although funding for voluntary organisations was often uncertain and timebound (3 – 5 years) the vast majority of staff were classed as permanent employees.

2.10 The workforce was also predominantly female, with 70% of the staff at the surveyed organisations being female, in comparison to 30% who were male. Furthermore, there were a number of organisations surveyed who had an entirely female workforce. This is comparable with the gender split reported by the Scottish Executive (2006)<sup>3</sup> which highlighted around 76% of employees in the social services sector were female. Futureskills Scotland (2005)<sup>4</sup> found 85% of employees were female across the social services sector as whole. However, these figures may be skewed by the high female participation in the child care and early years sub-sector which were not included in this study.

2.11 As Table 2.1 shows 70% of the voluntary sector social services workforce were Class 2 Workers. This is to be expected given Class 2 equates to a routine care/support worker or similar. The next largest group, some way behind the main group, was Class 3 Workers, accounting for 9% of the workforce. Some organisations had great difficulty classifying staff on the Core Minimum Dataset (CMDs) categories. This reflects that organisations do not record information in this way and what they viewed as the considerable crossover in some categories. For example, some staff will supervise delivery of other staff as well as deliver direct services to clients. Data should be seen as a broad guide to how the sector breaks down. A description of the Scottish Executive's Core Minimum Data Set (CMDs) Job Function Classification<sup>5</sup> is attached as Appendix 2.

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<sup>2</sup> Futureskills Scotland (2005). *Social Services Scottish Sector Profile 2005*

<sup>3</sup> Scottish Executive (2006). *Scotland's Social Services Labour Market: 2<sup>nd</sup> Report of National Workforce Group*

<sup>4</sup> *ibid*

<sup>5</sup> Scottish CMDs Job Function Classification available at -  
<http://www.scotland.gov.uk/Resource/Doc/165459/0045054.pdf>

**Table 2.1: Workforce Split by CMDS Categories**

	<i>Number</i>	<i>Percentage</i>
Director / Chief Executive	48	1%
Group Manager	75	1%
Unit / Project Manager	540	6%
Class 4 Worker	382	4%
Class 3 Worker	819	9%
Class 2 Worker	6,059	70%
Ancillary Worker	310	4%
Administrative Support	459	5%
<b>Total</b>	<b>8,692</b>	<b>100%</b>

## 3 Recruitment and Retention

### Introduction

3.1 This section assesses the key issues in terms of recruitment and retention in the voluntary sector social services sector. Specially the chapter covers:

- recruitment
- reasons staff leave
- destination of staff.

### Recruitment

3.2 The level of recruitment across the voluntary sector social service employers surveyed varied widely, from those who had not recruited any staff in the last year to those who had recruited hundreds of new staff. The recruitment rate, recruits expressed as a proportion of employees 12 months ago, across the organisations stood at 19%, or around one fifth of the current employment base.

3.3 The organisations under study were asked about the origin of their recruits. Details of this are included in Table 3.1 below, however, many organisations, especially the larger voluntary sector social service organisations did not systematically collect this information. The table is therefore based only on the organisations that could accurately track the origin of recruits.

3.4 From those organisations that could track the origin of their recruits it was apparent that new employees came from a different social services organisation. In total 68% of all new recruits fell into this category. However, 16% did come from the same organisation, but a different part (either social services or non social services). Around 5% came to the social services sector from a non social service employer, while just 1% came from a non employment situation.

3.5 Qualitative discussions in this area, add further weight to this argument, and suggested that many recruits were coming from within the social services sector, either from public, private or other voluntary sector organisations. While this view was in the majority, one interviewee stated that around half of their new staff came from beyond the social services sector, showing that there is variation between different employers.

3.6 This data therefore highlights two significant trends. The first is the high degree of movement within the social services sector in terms of staff moving from one organisation to another. The second is the low number of people entering the sector from other career paths

or non employment. The overall implication is that the voluntary sector social services workforce is largely self contained in terms of where it recruits from.

**Table 3.1: Origin of New Voluntary Sector Social Service Organisations Recruits**

	Number	Percentage
Same Authority / Organisation	76	16%
Different Authority / Organisation (social services sector)	333	68%
Different authority / organisation (non social services sector)	22	5%
Non employment situation	5	1%
From self employment	4	1%
From other origin	15	3%
Not known	33	7%
<b>Total</b>	<b>488</b>	<b>100%</b>

3.7 Around 45% of the organisations suggested that they had recruited migrant workers since 2006. Of those recruited 54% came from within the EU, while 46% came from a country outwith the EU. The survey of adult residential care homes which accompanies this study found that care establishments had taken on total of 15 migrant workers since 2006. Taken together, the key message is that although migrant workers are being recruited by organisations, the actual numbers appear to be low.

3.8 Employers were largely using 'traditional' mechanisms to recruit staff. This includes using the national and local press, and Jobcentre Plus. Budget appears to play a part with most organisations suggesting that they used local papers for general recruitment and the national press only if they are looking for more senior staff, or a very specific type of staff. Organisations also appear to use more specialised publications, such as the Big Issue, Care Appointments and Third Force News that are targeted on the voluntary sector or the social services workforce more broadly.

3.9 The use of electronic media was also common, with organisation websites, specialist online recruitment sites (such as s1jobs.com) and e-mail used to advertise vacancies. The widening and variation in recruitment methods should be seen in the context of the voluntary sector '*growing the most rapidly of all the sectors*'<sup>6</sup> within the social services.

<sup>6</sup> Scottish Executive (2006). *Scotland's Social Services Labour Market: 2<sup>nd</sup> Report of National Workforce Group*

## Reasons Staff Leave Organisations

3.10 The number and proportion of staff leaving voluntary sector social services employers varied widely, ranging from 0% to 40%. Across all the organisations the leaver rate, leavers expressed as a proportion of staff 12 months ago, was 16%. This amounts to around 1 in every 6 staff changing jobs and was lower than the recruitment rate. The overall implication of a lower leaver rate than recruitment rate is that the voluntary sector social service organisations have been growing in employment terms over the last year.

3.11 The reasons why staff have left their previous employer are outlined in Table 3.2 below. **However, it is important to again note that many organisation do not track the reasons why people leave, and when they do they use a different series of reasons from those included in the Core Minimum Dataset (CMDs).** One of the key findings emerging from the survey was the systematic lack of exit interviews being conducted by voluntary organisations when staff leave. The results below therefore only cover those organisations that track why staff leave.

3.12 The results suggest that almost two thirds were moving to a new post (65%). Although it was more difficult to get organisations to give exact figures, in the majority of cases this was said to be a sideways move. Factors such as a better hourly rate, a more convenient location or a change of scene often played into this decision.

3.13 The next most common reason cited, some way behind that of a new post, was family reasons, accounting for 9% of leavers. The remaining 30% was accounted for by a broad set of reasons including, study, retirement, dismissal, resignation and redundancy, although these made up a small proportion of leavers.

**Table 3.2: The Reasons Staff Leave Organisations**

	Number	Percentage
Moved to new post	326	65%
Family reasons	43	9%
Study	14	3%
Retirement	6	1%
Redundancy	7	1%
Dismissal	14	3%
Death	0	0%
Resigned	32	6%
Other reason	45	9%
Not known	12	2%
<b>Total</b>	<b>499</b>	<b>100%</b>

## Destinations of Staff

3.14 Table 3.3 below develops the analysis outlined above in terms of the actual destination of those leaving the organisations under study. As in the case of the origin of recruits and the reasons for leaving many organisations could not provide any information on the destinations of staff who leave. This is again accounted for by a lack of exit interviews. In many cases the information is simply not recorded, while in other cases the categories used are very different from those detailed in the CMDS. This points to a need for more resources to promote the CMDS. The analysis below is based on the results of those organisations who could track the destination of any leavers.

3.15 Around one quarter (24%) moved to another authority / organisation in the social services sector, while 18% moved into a non employment situation (this could include further study, retirement or unemployment). Other destinations accounted for 35% of destinations, although this covered a wide range of different destinations including further study and unpaid family worker.

**Table 3.3: Destinations of Leavers**

	<b>Number</b>	<b>Percentage</b>
Same authority / organisation	0	0%
Different authority / organisation (social services)	39	24%
Different authority / organisation (non social services)	0	0%
To non employment situation	29	18%
Abroad (outwith UK)	0	0%
To self employment	5	3%
Other destination	58	35%
Not known	33	20%
<b>Total</b>	<b>164</b>	<b>100%</b>

3.16 The key message is that a substantial proportion of staff are either remaining in the social services sector or leaving the sector for a non-employment situation. In most cases non-employment relates to family commitments.

## 4 Staff Turnover

### Introduction

4.1 This chapter draws out the key issues around staff turnover looking specifically at:

- staff turnover amongst voluntary sector social service organisations
- reasons for staff turnover
- how big an issue is staff turnover?
- implications of staff turnover
- actions taken by organisations.

### Staff Turnover Amongst Voluntary Sector Social Service Organisations

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 voluntary sector social services sector was 17%.**

**Table 4.1: Staff Turnover in Voluntary Sector Social Services Employers**

Area	No. of Recruits in Past 12 months	No. of Leavers in Past 12 months	Number of Employees 12 months ago	Staff Turnover Rate
Total	1,769	1,471	9,395	17%

4.4 Whilst this rate has been calculated on a relatively small sample of 30 establishments, it is broadly in line with rates obtained elsewhere in the social services sector. It is useful to compare this figure of 17% with other turnover rates available:

- it is just below the figure of 21% for the voluntary sector as whole reported by SCER (2005)<sup>7</sup>
- it is below the turnover rate of rate of 23% for the private sector but above the 12% for the public sector

<sup>7</sup> Scottish Centre for Employment Research (2005). *Something to believe in: A report on recruitment problems and opportunities in the Scottish Voluntary Sector*

- it is broadly in line with the 18% turnover figure estimated by Futureskills Scotland (2005) for the wider social services sector
- in terms of the Skills for Care (2007) NMDS work the turnover rate is broadly in line with the 19% reported for the adult care sector as a whole in England
- similarly it is in line with the 15% turnover reported in the Adult Residential Care Home Survey carried out in parallel with this work
- its is below the staff turnover rate of 20% found amongst voluntary care establishments in Scottish Care's Skill Needs Survey (2007).<sup>8</sup>

**4.5 The key message is the staff turnover rate found amongst the organisations surveyed is in line with other parts of the social services sector.**

4.6 Turnover was highest amongst Class 2 workers with 73% of respondents stating that this group experiences the highest level of turnover. This is to be expected given the bulk of staff are employed at the Class 2 level. Turnover was seen as least problematic at Chief Executive, Group manager and Class 4 levels.

### **Reasons for Staff Turnover**

4.7 The main reason cited for turnover by employers was low wages & salaries, suggested by 38% of organisations. This is consistent with The Scottish Care Skill Needs survey which found that the reason why most staff leave was for improved pay. Other reasons for staff turnover included:

- anti social hours (33%)
- lack of career progression (25%)
- lack of full time opportunities (17%).

4.8 Issues around lack of training, management practice and dissatisfaction with the employer were not widely cited as driving turnover. This suggests that company practice is not a major factor in causing turnover.

4.9 In addition, competition from other sectors was not seen as a major problem. This fits with the earlier finding that when people leave they are not moving to the sectors seen as competing with the social services sector.

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<sup>8</sup> Based on a sample of 46 voluntary care establishments

**Table 4.2: Reasons for Staff Turnover**

	Number	Percentage
Lack of full time opportunities	4	17%
Anti-social hours	8	33%
Lack of training	1	4%
Low wages / salaries	9	38%
Poor conditions	2	8%
Lack of career progression	6	25%
Geographic location of firm	3	13%
Poor management	1	4%
Dissatisfaction with the organisation	0	0%
Competition from other sectors	1	4%
Other	19	79%
<b>Total</b>	<b>24</b>	<b>100%</b>

### How Big an Issue is Staff Turnover?

4.10 As can be seen from Table 4.3 below, staff turnover was not reported as being a major issue in the establishments under study. Overall only 7% overall said that it was a significant issue. The two largest responses (31% each) were ratings of 2 or 3, with the average score coming out as 2.6. This was below the mid point on the ranking suggesting that turnover is not a major issue. This finding is consistent with the adult residential care home study which also found that staff turnover was not a significant issue amongst the establishments surveyed.

**Table 4.3: Rating of Staff Turnover as an Issue**

Rating	Number	Percentage
1 = No issue	5	17%
2	9	31%
3	9	31%
4	4	14%
5 = Significant issue	2	7%
<b>TOTAL</b>	<b>29</b>	<b>100%</b>

### Implications of Staff Turnover

4.11 Staff turnover was viewed as having a minor impact on establishments by 50% of those questioned, though a further 43% stated that it had a major impact. Just 7% stated that

turnover had no impact on their organisation. This difference those viewing staff turnover as a significant issue, or impact may be explained by organisations managing their way through the issues faced as we describe below.

4.12 Table 4.4 below outlined the main implications of staff turnover on establishments. The main implication for voluntary sector social service employers was difficulties meeting service user needs, cited by 66% of employers. In addition, the management time involved in recruitment was cited as being a major implication (62%). Other areas of note included:

- time in training new staff (55%)
- the cost of training new staff (52%).

4.13 These findings suggests that there are two broad difficulties in terms of staff turnover. The first is in providing a quality service to users. This stems from the, quite often, frequent interactions between those delivering services and service users and the interpersonal relationship that builds over time. Turnover essentially breaks that relationship and introduces a new person who then takes time to rebuild the previous relationship. In addition, the loss of staff may means that there are not enough people to adequately deliver services further impacting on the service user. In addition, the loss of staff may mean that there is not enough people to adequately deliver services or comply with Care Commission requirements.

4.14 The second implication is to the organisation which then have to spend valuable time sourcing, appraising and then training new staff. This takes time away from staff in developing and improving their services or may add further cost pressure to organisations that run at very tight margins due to their non profit status, the lack of inflationary uplifts for care contracts and the inconsistency around organisations who accept the core cost of service delivery (around management, personnel and other head office costs). These issues link in with wider review of funding for learning and development which is currently being undertaken.

4.15 The organisations were broadly of the opinion that staff turnover had not changed significantly over the last 3 years, with around three fifths stating no change (59%). That said, around one quarter suggested that turnover had become more problematic in that time suggesting that for some organisations the problem has been getting worse and therefore have a greater impact on their operation.

**Table 4.4: The Implications of Staff Turnover**

	<b>Number</b>	<b>Percentage</b>
No implications	2	7%
Loss of business orders to competitors	0	0%
Loss of registration	0	0%
Increased use of agency staff	6	21%
<b>Difficulties meeting service user needs</b>	<b>19</b>	<b>66%</b>
Difficulty meeting quality standards	7	24%
Delays developing new services	3	10%
Withdrawal of some services altogether	3	10%
Difficulties taking on new contracts / business	2	7%
Cost of training new staff	15	52%
Time in training new staff	16	55%
Increased operating / running costs	8	28%
Difficulties introducing new working practices	0	0%
Management time involved in recruitment	18	62%
Other	13	45%

## **Actions Taken by Organisations**

4.16 In total 64% of the organisations had taken some action to address or reduce staff turnover. The main action taken included:

- looking at improving wages and salaries
- looking at non financial benefits to staff (flexible working, holidays, health cover)
- the introduction of personnel policies around induction, staff appraisal, staff feedback and ongoing training.

4.17 In contrast 37% had taken no action. These organisations did not take any action largely because they believed that staff turnover was not an issue.

4.18 In addition, 62% of the organisations intended to take further action to address staff turnover. This was largely developing the interventions suggests above around improving terms and conditions and the development of responsive personnel policies.

4.19 Just 38% did not intend to take action, again, because they had either already introduced new practices or because they believed that staff turnover was not an issue for their organisation.

4.20 The organisations were asked if there was any support that the sector needed in terms of addressing staff turnover. Responses varied across the sector ranging from issues around the development of a single recruitment space for the voluntary social services sector (either online or electronically) to broader support around recruitment. A parallel study looking at the recruitment and retention lessons which can be learned beyond the social services sector concluded that a consortium approach to advertising vacancies may be an option for the sector. The findings from this study add weight to this recommendation.

4.21 However, responses around particular solutions were constrained by a more general point. This major issue, raised on a number of occasions centred on issues of funding. There was a strong view that there was a disparity in rates of pay between the voluntary sector and the public sector. This was seen as increasing turnover through staff leaving to get better paid jobs elsewhere as well as pushing up the costs of delivering services through trying to retain staff through wage increases. This links into the wider issue of full cost recovery for the social services sector as a whole.

## 5 Conclusions

5.1 This final chapter draws together the key findings from the study in order to draw a number of conclusions.

5.2 The first point is to highlight the difficulties a number of organisations had in thinking in terms of the CMDS categories. This is to be expected given the recency of CMDS, but it is our assertion that it will take some time before organisations can align their systems to provide the data required to feed into the CMDS. In addition, the lack of quality data on leaving destinations highlights the need for more rigorous application of exit interviews across the sector.

5.3 Following on from this, a significant number of organisations (10+) were contacted which did not collate staff turnover information centrally. Of these over half were large organisations employing several hundred employees. This is an important finding as attempts to obtain rich workforce information using CMDS may be undermined by poor internal record keeping. **This points to the need for a campaign to educate the sector on the aims and objectives of CMDS and the benefits it can bring.**

5.4 The study found that that the voluntary social services sector is characterised by a high proportion of female employees (70%) with the majority of staff employed at the Class 2 level (routine support/care worker).

5.5 The sector was found to have a lower leaver than joiner rate, which highlights that it has grown in employment terms in the past 12 months.

5.6 There is a high degree of churn amongst private, public sector and voluntary organisations in social services. This can be seen through:

- 68% of those joining voluntary social service providers in the last 12 months coming from another social service sector organisation
- one quarter of those leaving going to another social service provider
- no staff recorded as leaving the sector to join competitor sectors such as retail, hospitality and tourism or the NHS.

5.7 One suggestion made by organisations was the creation of a single recruitment space specifically for voluntary sector social service organisations. This concurs with the recommendations of a parallel study carried out for the VSSSWU which suggested a website approach similar to Good Moves.

5.8 Excessive levels of staff turnover are not an issue in real or perceptual terms for the organisations surveyed. The staff turnover rate of 17% is comparable with that observed elsewhere in the social service sector and the economy as a whole. Moreover, only 7% of

organisations surveyed highlighted staff turnover as a significant issue. Overall it had a rating of 2.6 out of 5, where 5 was a significant issue. This most likely reflects that many had taken action to address the issues arising. When staff do leave it tends to be for higher wages, cited by 38% of organisations.

5.9 Moreover, just under two thirds of organisations stated that staff turnover had stayed the same over the last 3 years. This suggests that turnover is an issue that voluntary organisations have accepted and have systems in place to deal with it.

## 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.

### Organisations

Ark Housing Association	Carr-Gomm Scotland
Scottish Society for Autism	Oakbank School
Deaf Connections	Crew 2000
Castlehill Housing Association	Cairn Housing Association
Hannover Scotland Housing Association Ltd	Hillcrest Housing Association
Renfrewshire Association for Mental Health	The Action Group
National Schizophrenia Fellowship	Circle (FSU Scotland)
Family Mediation Lothian	Scottish Women's Aid
Southside Housing Association	The Manor Project Ltd
Margaret Blackwood Housing Association	Link Living
Quarriers	Camphill Scotland
Respite Fife	Scottish Association for Mental Health
The Alpha Project	Dundee Drugs and AIDS project
Multi Cultural Family Base	Abbeyfield Scotland
Key Housing Association	The Advocacy Project

## 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
<b>C0 Administrative/Support worker</b>	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
<b>C1 Ancillary worker</b>	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
<b>C2 Class 2 worker</b>	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
<b>C3 Class 3 worker</b>	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

<b>Function Category</b>	<b>Function Description</b>	<b>Sub-Categories</b>
<b>C4 Class 4 worker</b>	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
<b>C5 Unit/Project manager</b>	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

<b>Function Category</b>	<b>Function Description</b>	<b>Sub-Categories</b>
<b>C6 Group manager</b>	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
<b>C7 Director/Chief Executive</b>	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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