

Proud to Care Lewisham
recruitment through a value
based lens

Overview

- Summary of the adult social care sector and workforce in Lewisham
- Problem that we are trying to solve
- Proud to Care Lewisham
- Interviews
- Value based recruitment
- Expectations of interviewers
- Interviewers expectations of us

Summary of the adult social care sector and workforce in Lewisham

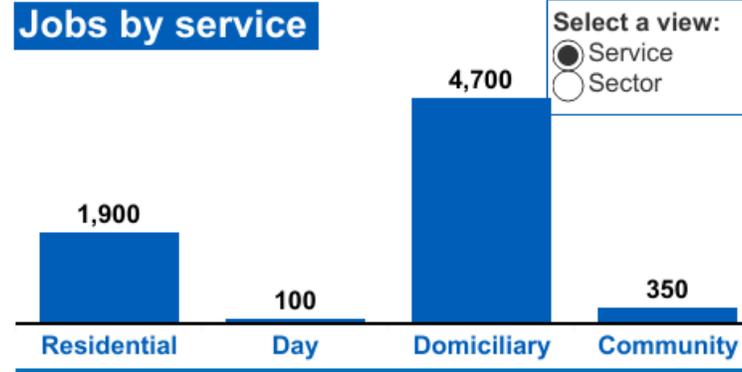
There were **7,000** jobs in **Lewisham**.



6,100 jobs
in the **local authority** and
independent sector.



There are **124**
CQC regulated establishments
in **Lewisham**



In **Lewisham** there were...



There were also...

900
Jobs working for direct payment
recipients



Employment overview



Zero-hours contracts

42%

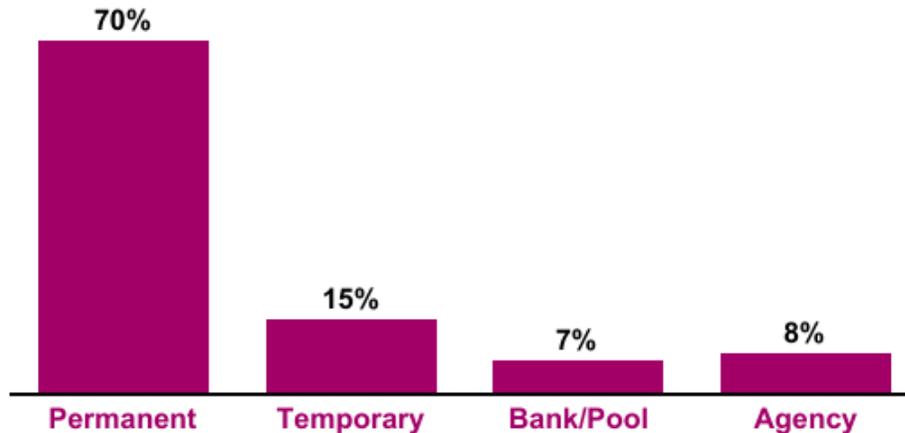
of workers were employed on zero-hours contracts (or 2,600 jobs)



In comparison...

CQC non-residential services across England had an average of **47%** of all workers employed on zero-hours contracts (**280,000 jobs**).

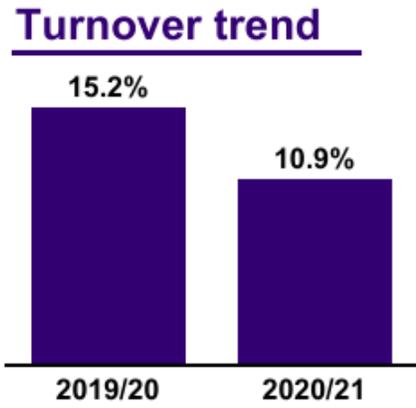
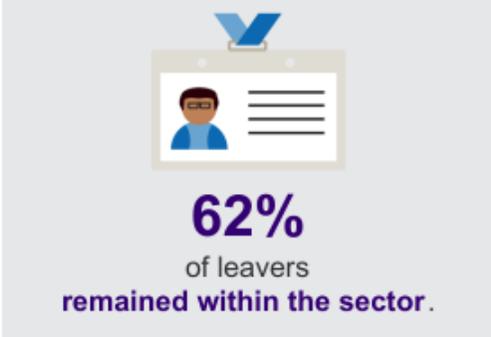
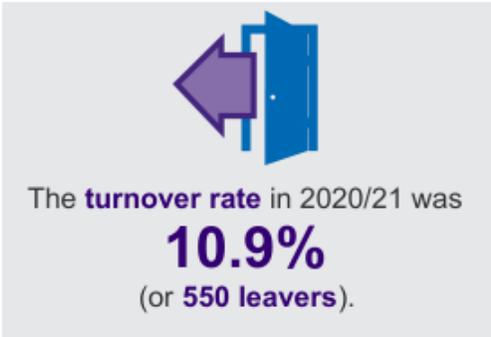
Employment status



Whole time equivalent jobs

The **WTE jobs** ratio in **Lewisham** is **0.66**

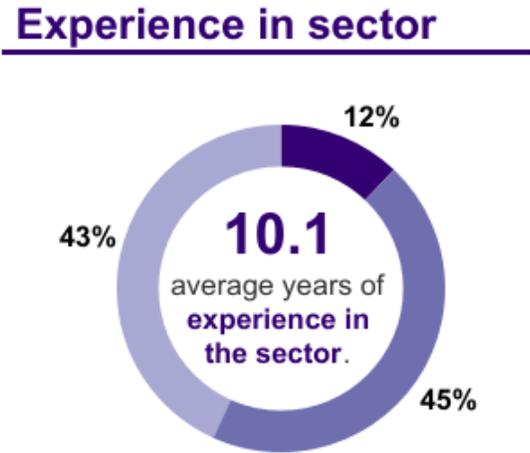
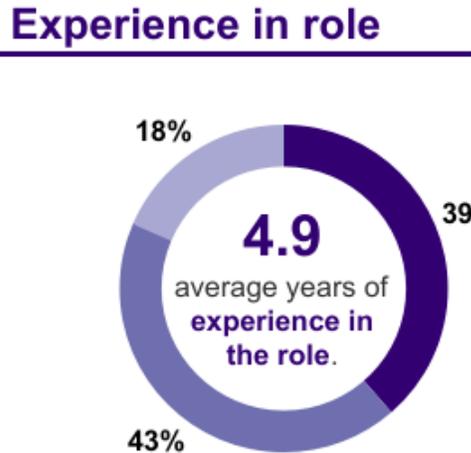
Recruitment and retention



Select a view:
 Turnover
 Vacancy

Vacancy and turnover trends have increased at a national and regional level since March 2021

[COVID-19 dashboards](#)



Key:
■ Less than 3 years
■ 3 to 9 years
■ 10 years or more

Demographics

Gender

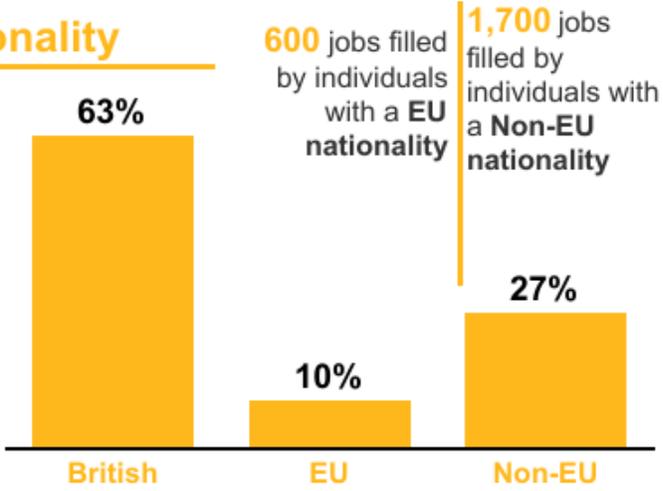


83%
of the workforce
were **female**.

17%
of the workforce
were **male**.



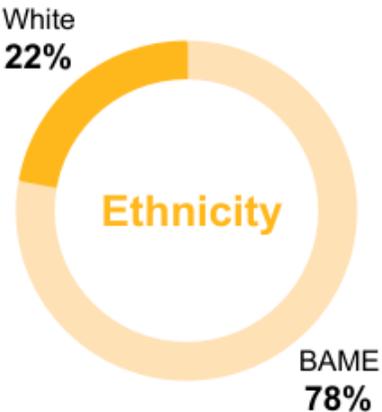
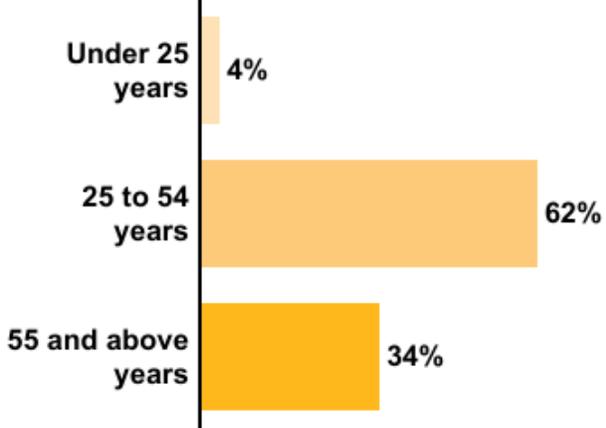
Nationality



Age



48 years
average **age** of a worker



Pay

Local authority sector

The average hourly rate for **All job roles** jobs in the **local authority sector** in **September 2020** was

£20.87

On average, **pay in the local authority** was

£12.15 higher than the **National Living Wage** (£8.72).



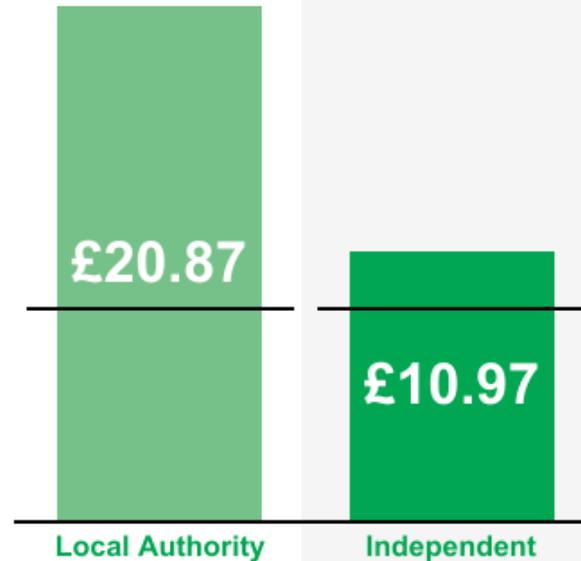
Independent sector

The average hourly rate for **All job roles** jobs in the **independent sector** in **March 2021** was

£10.97

On average, **pay in the independent sector** was

£2.25 higher than the **National Living Wage** (£8.72).



Qualifications and training

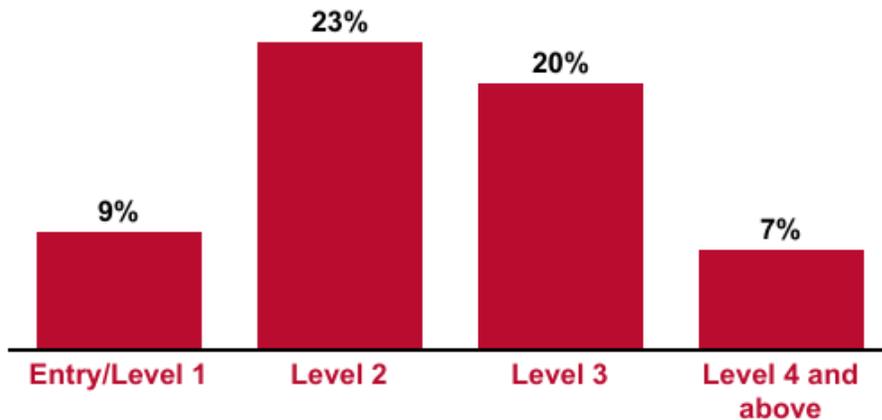
Social care qualifications held



59%
held a **qualification relevant to social care**
(excluding regulated professionals)

In comparison...

45% of individuals across England held a **qualification relevant to social care**.



Key:

- Complete
- In progress / partially completed
- Not started

48%
of individuals had **achieved or were working towards the Care Certificate**



In comparison...

in England **46%** of the total adult social care workforce had **achieved or were working towards the Care Certificate**.

Problem that we are trying to solve

- Securing an adequate workforce is one of the greatest challenges facing home care, fuelled by the low status of care work, which in turn is related to poor pay and job security.
- Home care is not perceived as a career of choice by residents
- Competition for staff is intense, with other sectors able to offer higher wages. Competition was also intense within the health and care sector, with employment in the NHS and care homes being more attractive to some workers.
- There is concern within the sector that some parts of the home care industry pay below legislated minimum wage levels.

Change the Negative Perception of Working in Home Care With a Strong Employment Brand

- Maximising Wellbeing at Home
- Proud to care Lewisham Family
- Wellbeing Workers
- Wellbeing Teams

Proud to Care Lewisham Family

Shared approach to recruitment

- Within Lewisham, we have agreed a shared three step approach to the recruitment of Wellbeing Workers.
- The Service Provider must fully engage and comply with the Proud to Care Lewisham Family three step approach.
- This three step approach is fully compliant with the UNISON Ethical Care Charter

Proud to Care Lewisham Family

Step 1

Step 1 – Recruitment into our Proud to Care Lewisham Family through a values based approach. This step is coordinated by our Proud to Care Lewisham apprentices in collaboration with Lewisham Works. Values based recruitment is an approach which attracts and recruits Wellbeing Workers on the basis that their individual values and behaviours align with the values of Lewisham Council and the NHS Constitution. The key elements of step 1 include:

- Pool of interviewers drawn from registered managers[1] based locally, unpaid carers and people with lived experience
- Interviews focus on whether the values of prospective applicants align with those of the Proud to Care Lewisham Family. During step 1, interviews do not focus on the organisation that the individual will be matched to.
- Applicants who successfully pass step 1 are then added to our Proud to Care Lewisham Family

Proud to Care Lewisham Family

Step 2

Step 2 – Recruitment of applicants to Maximising Wellbeing at Home organisations.

- Within step 2, each Maximising Wellbeing at Home organisation based in Lewisham has the opportunity to advertise vacancies to all candidates in the Proud to Care Lewisham Family.
- As the prospective employer, the Maximising Wellbeing at Home organisation must ensure the recruitment approach that the organisation adopts during step 2 is fully compliant with CQC regulations

Proud to Care Lewisham Family

Step 2 (cont.)

In order to participate in step 2, the Service Provider must sign up to full compliance with the UNISON Ethical Care Charter. Compliance with the Charter ensures all Wellbeing Workers are enabled to:

- Provide appropriate support and given time to talk to their clients
- Be paid for their travel time, their travel costs and other necessary expenses such as mobile phones
- Ensure they are not forced to rush their time with clients or leave their clients early to get to the next one on time through more control of their rotas
- Be paid statutory sick pay
- Maximise wellbeing of clients
- Receive sustainable pay, terms and conditions and access to training
- Work in Wellbeing Teams enabling clients to be allocated the same Wellbeing Workers
- Have confidence in raising concerns about their Clients' wellbeing through robust local provider procedures
- Develop professionally and provide high quality care through access to the Proud to Care Lewisham training programme
- Develop individually and within their wellbeing team through regular meetings with team and co-workers to share best practice and limit their isolation. Each Wellbeing Team will be allocated an internal coach by their employer to support ongoing development of the team.
- Be paid at least the Living Wage Foundation's Living Wage
- Be covered by an occupational sick pay scheme to ensure they do not feel pressurised to work when they are ill in order to protect the welfare of their vulnerable clients.

Proud to Care Lewisham Family

Step 3

Step 3 – Supporting the Maximising Wellbeing at Home pool of Wellbeing Workers. If Wellbeing Workers do not feel that the role they are currently employed in is meeting their needs, they can resign from that organisation and re-enter the Proud to Care Lewisham pool where they will be matched to another Maximising Wellbeing at Home provider. The key elements of step 3 include:

- Submission of resignation by the Wellbeing Worker
- Wellbeing Worker exit interview undertaken by Proud to Care Lewisham Apprentice
- Maximising Wellbeing at Home provider exit interview undertaken by Proud to Care Lewisham Apprentice
- Feedback (anonymised) from exit interviews added to the Proud to Care Lewisham dashboard
- Wellbeing Worker then matched with a different Maximising Wellbeing at Home provider

Interviews

- Will run every three months over a two week period in October / January / April / July
- Interview panels will consist of:
 - Person with Lived Experience
 - Unpaid Carer
 - Paid Carer
- Interviews will:
 - Have a duration of about 45 mins
 - Take place via Microsoft Teams
 - Adopt a value based methodology

Interview timetable: 10 – 21 October 2022

Time	Session 1	Session 2	Session 3	Session 4	Session 5	Session 6	Session 7
10:00 – 10:45							
11:00 – 11:45							
12:00 – 12:45							
14:00 – 14:45							
15:00 – 15:45							
16:00 – 16:45							



Workplace values are the guiding principles that are most important to an employer.

These deeply held principles are used to define the right and wrong ways of working and help to inform important decisions and choices.



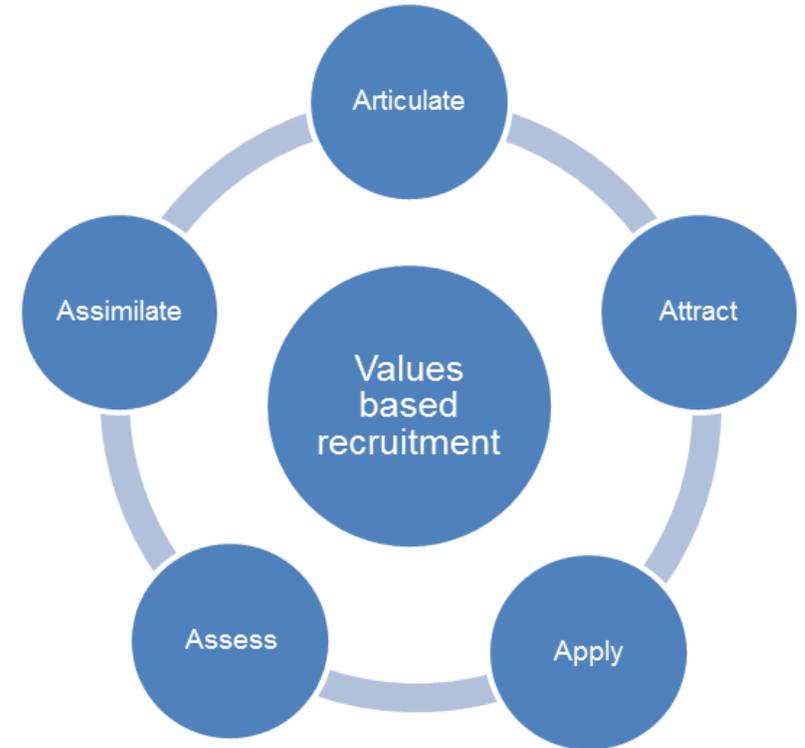
Lewisham Council values

- We put service to the public first.
- We respect all people and all communities.
- We invest in employees.
- We are open, honest and fair in all we do.

What is value based recruitment?

It is not just about having a values interview or giving someone a values test. It is about everything we do to:

- ARTICULATE our values to staff internally and externally.
- ATTRACT people who share our values and want to work for us.
- Test out people's values when they APPLY to work for us and only shortlist people who share our values.
- ASSESS people's values and behaviours in different ways in the recruitment process.
- ASSIMILATE people into the organisation by making sure we make clear the values and behaviours we expect to see in training and induction and day to day management of staff.



Why adopt a Value Based Recruitment approach?

Costs of recruitment & return on investment



What is a values interview?

- Evidence based
- Probing
- Role and organisationally relevant
- Carried out by three interviewers

‘An interview which seeks to understand candidates’ values and attitudes and how they apply them in work / volunteering situations in order to assess whether they align with the values and expectations of the organisation’

What makes a good values interviewer?

- An interest in people and their values, attitudes and motivations towards work and a willingness to probe into people's values.
- An awareness of their own values, attitudes and motivations and a comfortableness in being able to discuss them with others.
- A clear alignment between their personal values and behaviours and the organisation they are working for.
- An ability to commit to interviewing regularly and together with another person.
- Previous interview experience is not essential.

Proud to Care interviews

Key areas that will be covered in the interviews:

1. Compassion
2. Collaboration
3. Responsibility
4. Diversity
5. Trust
6. Quality
7. Integrity

Expectation of interviewees



Progress to date

- 43 interviewees
- 9 interviews of which 7 progressed to the virtual pool