

Beyond Pay: Regional Recruitment & Retention Strategies

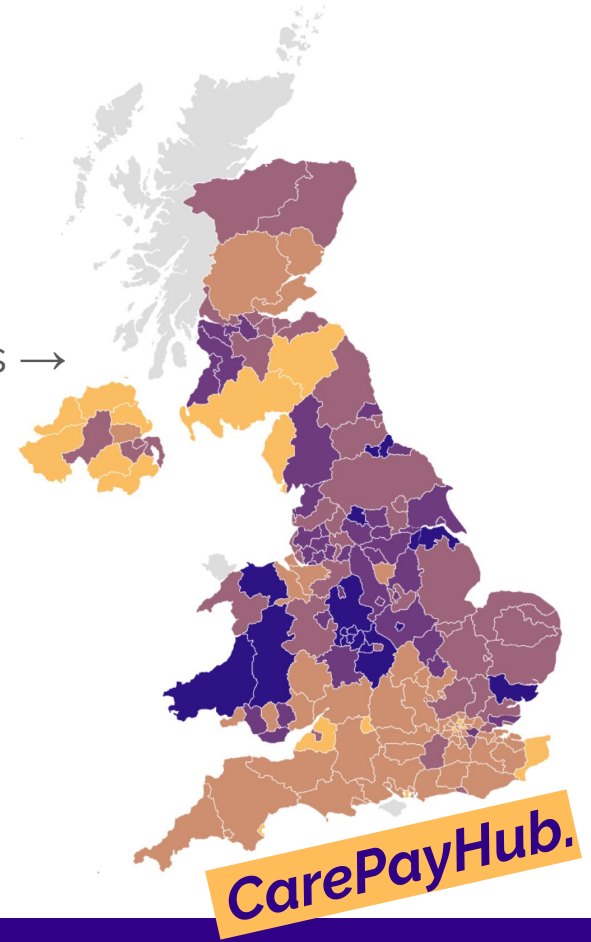
Marcus Williamson - April 2024

SCR



Overview

1. A show of hands
2. North vs South? Regional pay-rate differences →
3. (The benefits of) Going beyond pay-rates
4. Key Takeaways!



Before we kick off...

Raise your hand if you've come across this situation...



- You've had difficulties attracting suitable candidates for vacancies.
- Determining competitive salaries for staff and new hires has been challenging.
- High turnover and retention issues have been problematic.
- A shortage of applicants has forced acceptance of less qualified candidates.
- Recruitment and retention challenges have impaired client service delivery.

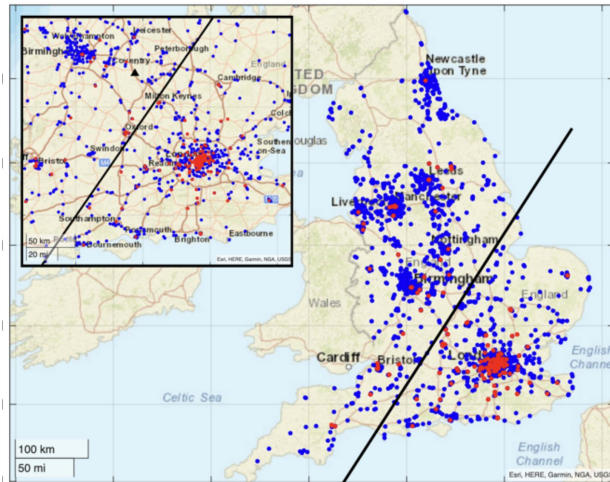
North vs South

Where does the North begin?

How does that affect pay rates?

Yes...the South is *generally* **more expensive**

The Greggs-Pret Index April 23



● Greggs ● Pret-a-Manger

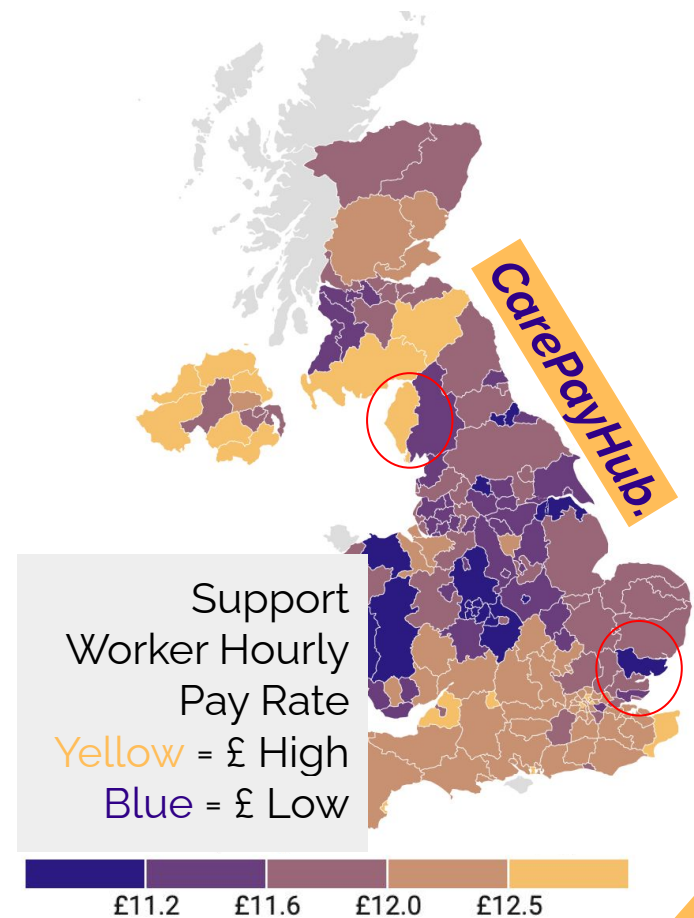
Food, drinks,
hotels, cinema
tickets are all
**more expensive
down South...**

...and all else equal;
one is paid **£2.72⁰**
p/h more for the
same role down
South vs up North

But there are more nuances at play!

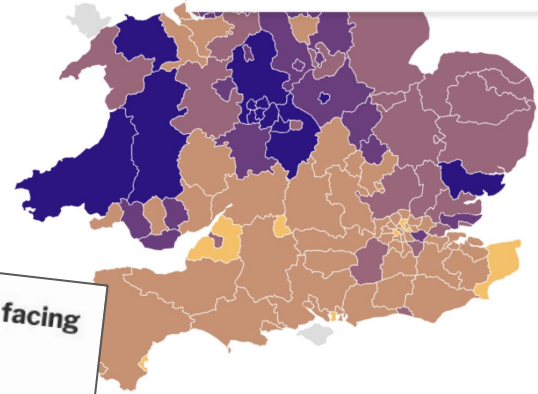
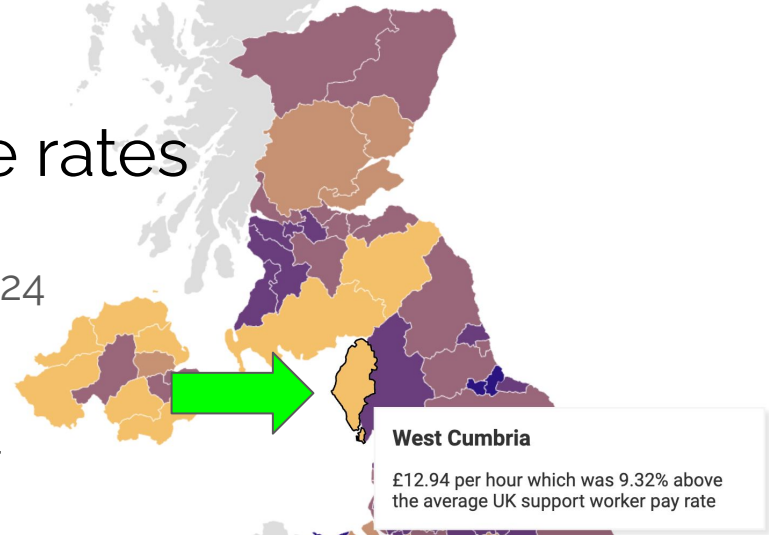
Localised pay is really important.

- We recognised the need for local rather than national pay setting to **attract and retain** quality staff¹
- We established a UK database of care base rates to evidence the local differentiation
- **Base rates are fundamental** to developing a comprehensive compensation package for a role



In Cumbria we've got **high** base rates

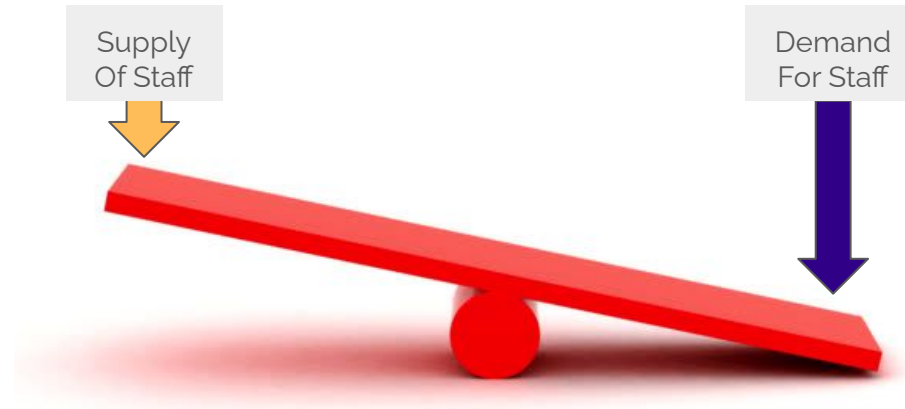
- Care base rates in Cumbria from February 2024 were **£12.94** which is about **9% above** UK average
- We see **high vacancy rates** across care & OT roles (almost double the UK average)
- Numerous news articles highlight **staffing crises** as a major issue among care providers



Home > Headlines
Cost of living crisis forces Cumbrian care firm to stop home services
by **Cumbria Crack** — 05/02/2023 in Headlines, News

NHS staff in Cumbrian hospitals facing recruitment difficulties
2nd March

High demand and low supply of carers results in **high base rates** in Cumbria



These factors reduce supply:

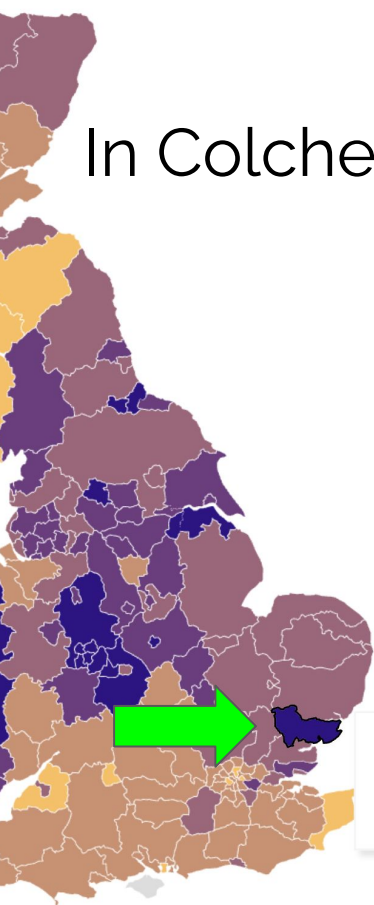
- **Declining** working-age population
- **Talent drainage** to BAE Systems
- **Expensive housing** in the area

These factors increase demand:

- Significant **competition for care** from NHS
- **Increasing elderly** population (65+) with high care demand

In Colchester there are **surprisingly low** base rates

- Care base rates in Colchester from February 2024 were **£10.96** which is about **7.5% below** UK average
- There are **no notable issues** with vacancy rates in care or care providers in the area
- In summary, unlike in Cumbria, **it's not clear** at face value why this area has such a low base rate



Essex Haven Gateway

£10.96 per hour which was -7.45% below the average UK support worker pay rate

Some things are more subtle...

In Colchester, **low incomes** lead to **low base rates** *without* notable demand or supply influences



Factors contributing to a low base rate without a notable supply or demand imbalance

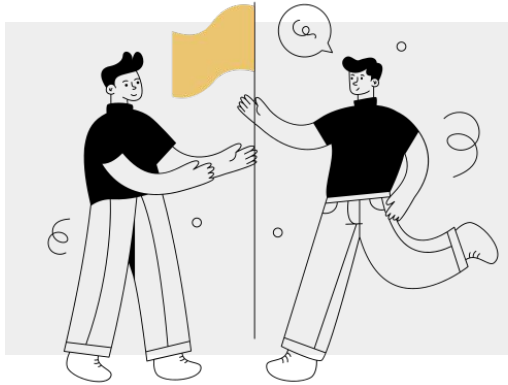
- Historic garrison town with high levels of **low-wage** service workers
- Not close enough to London to be part of commuter belt
- Low presence of high end private sector employers in the area

Going beyond pay

What other levers can be pulled?

How can we attract and retain staff?

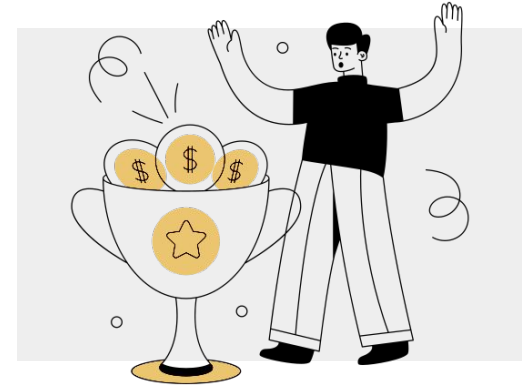
Not all actions are equal when it comes to cost



Culture, wellbeing & recognition



Career progression training & development



Other financial & non financial benefits

Budget Impact

Start with cultural improvements



Create a culture of positivity, transparency and trust - remind people of belonging and purpose²

- Promote transparency through **open communication**.
- Strengthen unity and respect with **team-building** activities.
- **Lead by example**: be positive, proactive, and respectful.

Start with cultural improvements



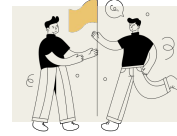
Encourage work-life balance and **self-care practices** to promote employee wellbeing

→ **Support** in personal crises through mindful scheduling and workload management.

Recognising and appreciating employees

→ Implement a **recognition system** that celebrates individual and group achievements.

Create development plans



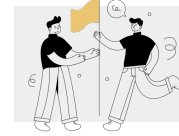
Don't treat the role as a stepping stone - create **long term plans** for staff teams

→ You have the ability to **break the catch-22** of investing in someone vs it being a revolving door role

Look at staff potential and clients needs to find **opportunities for improvement**

→ **Put staff on client beneficial training** and support them through this, to render the best possible care and in turn they'll show loyalty³

Leverage additional benefits



Benefits should be as close in line with the **local market** as possible

→ Assess **local workforce preferences** to ensure competitive offerings beyond pay

Key benefits valued by UK job seekers⁴:

- Enhanced leave: 74%
- Pension contributions: 69%
- Health insurance: 36%
- Retail and dining discounts: 12%

Leverage additional benefits



Other more circumstantial benefits to be considered include

- Sign on bonuses
- Transportation assistance or mileage reimbursement

Multiple 3rd party services also include

- Pay solutions (e.g Wagestream)
- Benefits platforms (e.g Perkbox)
- Mental health apps (e.g Headspace)
- Physical wellness apps (e.g Hapi)

Key takeaways

The one line summary

Recap on insights from the talk

The **whole** benefits package needs line up with the local market (Pay + Other Benefits)

Localised Compensation:

Adjust pay based on regional costs and economic factor. Or leverage CarePayHub



Staff Support:

Enhance job satisfaction with conducive work conditions and supportive culture.



Tailored Benefits:

Align benefits with local preferences to attract and retain talent.



Professional Development:

Invest in training and development to reduce turnover and improve care.



Thanks for listening

Please come visit us at our stand and do reach out to me personally if you have any questions - I am always to happy to help where I can with data and insights!

marcus@SocialCareRecruiting.co.uk

www.SocialCareRecruiting.co.uk

Who are Social Care Recruiting?

- We specialise in direct employment on behalf of case managers for hard to recruit for complex & remote packages
- We have the ability to provide up-to-date factual data regarding going pay rates in any given area (and based on role / skills needed)
- We also support pre/during/post recruitment, our expertise costs less than what case manager time is worth

Appendix: Links & References

- 0 - <https://www.northernpowerhousepartnership.co.uk/persistent-wage-gap-between-north-and-south/> £4900 per year / 1800 hours = £2.72 per hour more down south
- 1- <https://www.employment-studies.co.uk/system/files/resources/files/mp29.pdf> we note this reference considers this from more of national conglomerate rather than on an individual case basis, but if outcomes are desired the methods are still relevant.
- 2- <https://www.skillsforcare.org.uk/resources/documents/Recruitment-support/Retaining-your-staff/Top-tips-for-Adult-Social-Care-retention.pdf>
- 3- <https://human-resources-health.biomedcentral.com/articles/10.1186/s12960-023-00879-5> This rapid review covers several areas and gives great suggestions across a number of domains (rural recruitment, training, safety (mental health), and tailored strategies)
- 4- <https://peoplespartnership.co.uk/wp-content/uploads/2017/10/Pensions-as-a-workplace-benefit-research-report.pdf> Benefits

Appendix: Full details from going beyond pay (1/2)

Start with cultural improvements: culture of positivity, transparency and trust - remind people of belonging and purpose

- **Open communication** - regular meetings & open lines to share ideas, express concerns and provide feedback; foster a culture of transparency and trust.
- **Organise team-building** that strengthen relationships among staff members, client and family to create unity and mutual respect.
- **Lead by example**, embody the values and behaviours you wish to see in the team; be positive, proactive and respectful.
- **Encourage work-life balance** and self-care practices to promote employee wellbeing: Support during personal crises, being mindful of workloads and creating realistic schedules that respect personal time and commitments can be challenging but worthwhile.
- **Recognising and appreciating employees:** Implement a system of recognition that acknowledges individuals and group achievements, shout-outs go a long way

Create development plans: Don't treat the role as a stepping stone - create long term plans for staff teams

- You have the ability to break the catch-22 of investing in someone vs it being a revolving door role
- Look at staff potential and clients needs to find opportunities for improvement
- Put staff on client beneficial training and support them through this, to render the best possible care and in turn they'll show loyalty

Appendix: Full details from going beyond pay (2/2)

Leverage additional benefits: Benefits should be as close in line with the local market as possible

- You must assess the unique preferences of the local workforce to ensure the offering is competitive (this is separate from the rate of pay)
- Some of the more traditional benefits that can be considered, (% of UK job seekers that see importance in the factors below⁴)
 - Enhanced leave allowance (e.g PTO, sick leave, and personal days) - 74%
 - Enhanced (or matched) pension contributions - 69%
 - Comprehensive health insurance coverage - 36%
 - Retail & dining discounts (e.g Blue Light card) - 12%
- Other more circumstantial benefits to be considered include
 - Sign on bonuses
 - Transportation assistance or mileage reimbursement
 - Multiple 3rd party services also include
 - Pay solutions (e.g Wagestream)
 - Benefits platforms (e.g Perkbox)
 - Mental health apps (e.g Headspace)
 - Physical wellness apps (e.g Hapi)

Appendix: The full breakdown of key takeaway points

- North vs South is relevant, but more nuanced, the local area (defined by commutable distance) is **critical** to consider to **attract and retain the right staff**
- **Evidence is needed** for a base starting point to effectively set pay rates, additional remuneration should be added (e.g for specific skill sets, antisocial hours etc)
- Some factors that can influence base pay rates include **care staff supply, demand, the structural income levels/cost of living for an area** - each aspect needs to be considered for its own specific situation (we achieve this understanding with CarePayHub)
- You must **support your staff**, if you expect them to support your client to the best of their abilities (you can't pour from an empty cup after all!)
- By investing in your staff, you can help **break the catch-22** that leads to revolving door roles, one must move beyond **fear of wasted investment in staff**
- You can consider other benefits to support staff in a meaningful way as well attracting the right people for the job, but **no amount of other elements will compensate for having wrong rates in a local area**