



## Review Sheet

Last Reviewed  
14 Sep '20Last Amended  
14 Sep '20Next Planned Review in 12 months, or  
sooner as required.

Business impact



Changes are important, but urgent implementation is not required, incorporate into your existing workflow.

Reason for this review

Scheduled review

Were changes made?

Yes

Summary:

This policy provides detail on retention of staff and references a number of associated policies and procedures that build the framework for effective staff management. The reference number of this policy has changed - previously it was QP04.

Relevant legislation:

- The Care Act 2014
- Employment Rights Act 1996
- Equality Act 2010
- Equality Act 2010: Chapter 1 (Protected Characteristics) Chapter 2 (Prohibited Conduct) and Chapter 3 (Services and Public Functions)
- The Health and Social Care Act 2008 (Regulated Activities) Regulations 2014

Underpinning knowledge - What have we used to ensure that the policy is current:

- Author: National Institute of Health and Care Excellence (NICE), (2017), *Healthy workplaces: Improving employee mental and physical health and wellbeing*. [Online] Available from: <https://www.nice.org.uk/guidance/qs147> [Accessed: 14/9/2020]
- Author: Skills for care, (2013), *Why are some employers more successful than others in retaining their workforce?*. [Online] Available from: <http://www.skillsforcare.org.uk/Document-library/Finding-and-keeping-workers/Recruitment-and-retention-strategy/Workforceretentionfullresearchreport.pdf> [Accessed: 14/9/2020]
- Author: Skills for care, (2017), *Recruitment and retention in adult social care: secrets of success*. [Online] Available from: <http://www.skillsforcare.org.uk/Documents/Recruitment-and-retention/Secrets-of-success/Recruitment-and-retention-in-adult-social-care-executive-summary.pdf> [Accessed: 14/9/2020]
- Author: Skills for care, (2017), *Recruitment and Retention*. [Online] Available from: <https://www.skillsforcare.org.uk/Recruitment-retention/Recruitment-and-retention.aspx> [Accessed: 14/9/2020]

Suggested action:

- Encourage sharing the policy through the use of the QCS App
- Ensure the policy is discussed in planned supervision sessions with relevant staff
- Ensure relevant staff are aware of the content of the whole policy

Equality Impact Assessment:

QCS have undertaken an equality analysis during the review of this policy. This statement is a written record that demonstrates that we have shown due regard to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations with respect to the characteristics protected by equality law.



## 1. Purpose

**1.1** The purpose of this policy is to define the framework that Inspiring Aspirations Plus Ltd T/A Inspiring Support has in place to promote staff retention. Its content encompasses multiple policies and procedures that promote staff retention, and these are listed in the form attached to this policy.

**1.2** To support Inspiring Aspirations Plus Ltd T/A Inspiring Support in meeting the following Key Lines of Enquiry:

Key Question	Key Lines of Enquiry
EFFECTIVE	E2: How does the service make sure that staff have the skills, knowledge and experience to deliver effective care and support?
SAFE	S3: How does the service make sure that there are sufficient numbers of suitable staff to support people to stay safe and meet their needs?
WELL-LED	W3: How are the people who use the service, the public and staff engaged and involved?
WELL-LED	W4: How does the service continuously learn, improve, innovate and ensure sustainability?

**1.3** To meet the legal requirements of the regulated activities that {Inspiring Aspirations Plus Ltd T/A Inspiring Support} is registered to provide:

- | The Care Act 2014
- | Employment Rights Act 1996
- | Equality Act 2010
- | Equality Act 2010: Chapter 1 (Protected Characteristics) Chapter 2 (Prohibited Conduct) and Chapter 3 (Services and Public Functions)
- | The Health and Social Care Act 2008 (Regulated Activities) Regulations 2014



## 2. Scope

**2.1** The following roles may be affected by this policy:

- | All staff

**2.2** The following Service Users may be affected by this policy:

- | Service Users

**2.3** The following stakeholders may be affected by this policy:

- | Family
- | Advocates
- | Representatives



## 3. Objectives

**3.1** Inspiring Aspirations Plus Ltd T/A Inspiring Support delivers a high-quality, safe and effective service for Service Users.

**3.2** Staff feel valued, empowered and invested in to deliver that high-quality service.

**3.3** Inspiring Aspirations Plus Ltd T/A Inspiring Support provides a culture that is focused on the health and wellbeing of staff who deliver on the values set by Inspiring Aspirations Plus Ltd T/A Inspiring Support.



## 4. Policy

**4.1** Inspiring Aspirations Plus Ltd T/A Inspiring Support accepts the importance of staff retention and will:

- | Ensure that Jo Kerley is supported and developed to successfully manage this area
- | Analyse retention targets as a means of continuous improvement and strategic planning
- | Be committed to promoting a culture and healthy working environment that considers the health and wellbeing of all staff

**4.2** Staff retention is a management responsibility and there will be a coordinated and planned approach taken to maximise the retention of staff.

All senior staff at Inspiring Aspirations Plus Ltd T/A Inspiring Support will lead by example, be visible, approachable and have the competence to deliver the objectives as set by Inspiring Aspirations Plus Ltd T/A Inspiring Support.

To promote staff development, senior staff at Inspiring Aspirations Plus Ltd T/A Inspiring Support will be able to adopt a mentoring and coaching style of leadership as a means of promoting staff retention.

Senior staff will be able to recognise the early signs of reduced morale, wellbeing, and/or stress and respond in a timely manner to support staff.

**4.3** Inspiring Aspirations Plus Ltd T/A Inspiring Support recognises that recruitment and retention of staff is based on seeking and nurturing staff with the right values that match the ethos of Inspiring Aspirations Plus Ltd T/A Inspiring Support.

At all times Jo Kerley will monitor that they have the right staff in the right numbers with the right skills and the right behaviours.

**4.4** Inspiring Aspirations Plus Ltd T/A Inspiring Support recognises the challenges faced with meeting service demands and will ensure that senior staff have the ability to adapt and change quickly, whilst supporting and developing staff to do the same.

**4.5** Jo Kerley will provide opportunities for staff to have a voice and promote active engagement for all stakeholders in the service. All communications will be clear and accessible.

**4.6** Jo Kerley will ensure that all staff are accountable for their practice, that they understand their role and how it fits into the service. They will be accountable for their actions, decisions and behaviours.

**4.7** Inspiring Aspirations Plus Ltd T/A Inspiring Support will ensure that there is a succession plan in place to anticipate for changes in the workforce and to aim to eliminate vacancies in key roles at Inspiring Aspirations Plus Ltd T/A Inspiring Support. It will review capacity and capability as an ongoing process.

**4.8** Jo Kerley will promote an environment that has positive working conditions and delivers healthy workplace initiatives. By doing this, it is recognised that:

- | There is increased productivity
- | Lower sickness levels
- | Improved job satisfaction
- | Improved retention rates

Inspiring Aspirations Plus Ltd T/A Inspiring Support will offer a staff rewards package which will be subject to ongoing review to ensure that it remains suitable and fit for purpose.



## 5. Procedure

### 5.1 Fundamentals of Staff Retention

In order to achieve the optimum working environment that promotes staff wellbeing and which succeeds in the retention of staff, Jo Kerley will ensure that

- | Staff are clear of their roles, responsibilities and objectives
- | Staff have time to deliver and do their job well
- | Rotas and annual leave are well-managed
- | Learning and development is in place, meets staff need and functions well
- | Sickness is managed and, where used, Agency/Bank staff use is reduced

Jo Kerley should refer to the form attached to this policy which details the policies and procedures in place that contribute to staff retention. Full and detailed compliance is required in order to minimise staff turnover.

### 5.2 Partnership Working and Collaboration

It is recognised that partnership working and collaboration contributes to the promotion of a service that develops staff and provides safe, high-quality care. Jo Kerley and staff should:

- | Seek out and adopt best practice resources and national initiatives
- | Link with local partnerships with a focus on the development of staff and provision of opportunities
- | Link in with local schools and colleges for recruitment and learning & development opportunities
- | Link in with trade unions and education partners
- | Join national health and social care networks
- | Assign link roles to empower staff to take ownership and develop in key areas

### 5.3 Engagement of Staff

Staff need to be provided with opportunities to engage and be involved in the decision-making processes at Inspiring Aspirations Plus Ltd T/A Inspiring Support. This can be achieved informally from day-to-day feedback or via the following forums:

- | Staff satisfaction surveys
- | The supervision & appraisal process
- | Staff meetings

These forums should be reviewed to ensure that they remain fit for purpose and achieve the aim of positive engagement of staff.

**5.4** Jo Kerley will offer a fair, consistent process for rewarding and recognising the staff who are committed, driven and deliver their role well. Alongside this, there will be the appropriate & timely management of those staff who are not committed to delivering company values and who are purposefully failing to adhere to policies and procedures.

### 5.5 Audit and Evaluation

Jo Kerley will monitor for themes and trends captured from the following, which will be overseen by the Inspiring Aspirations Plus T/A Inspiring Support:

- | Leavers questionnaires
- | Staff and Service User feedback (day-to-day, or structured via surveys, etc)
- | Supervision and appraisal
- | Staff meetings
- | Daily observations of culture
- | Complaints, compliments and suggestions
- | Staff sickness
- | Provider and external regulatory body visits

From the themes and trends identified, an action plan should be produced, reviewed and actioned accordingly to demonstrate and evidence the response of Inspiring Aspirations Plus Ltd T/A Inspiring Support to the findings, and changes implemented and embedded to improve the workplace culture.



## 6. Definitions

### 6.1 Capacity and Capability

- Capacity, in the context of recruitment, is the number of staff you have or need to have to deliver Support safely and effectively. Capability refers the power or ability to do something

### 6.2 Succession Planning

- Succession planning is the process of identifying and developing potential future leaders, as well as individuals to fill other business-critical positions, either in the short or long-term. As well as training and development activities, succession planning programmes typically include the provision of practical, tailored work experience relevant for key roles. The aim is for Inspiring Aspirations Plus Ltd T/A Inspiring Support to be able to fill key roles effectively if the current post holder leaves Inspiring Aspirations Plus Ltd T/A Inspiring Support



## Key Facts - Professionals

Professionals providing this service should be aware of the following:

- High-quality care stems from a high-quality workforce and working environment
- Inspiring Aspirations Plus Ltd T/A Inspiring Support invests in the workforce in order to achieve success and promote a healthy working culture
- Having policies and procedures in place which are followed supports the promotion of staff health, wellbeing and retention
- There are many opportunities for staff to contribute to promoting a positive working culture by providing feedback that steers a decision, by responding well to necessary change management and by embracing the learning and development opportunities available



## Key Facts - People affected by the service

People affected by this service should be aware of the following:

- Inspiring Aspirations Plus Ltd T/A Inspiring Support strives to nurture a positive working environment for staff, and you are encouraged to feedback any suggestions, observations or views you have
- You can expect to receive support that is based on best practice and national recommendations
- You can expect to be supported by positive staff who are trained, skilled, competent and compassionate



## Further Reading

As well as the information in the 'underpinning knowledge' section of the review sheet we recommend that you add to your understanding in this policy area by considering the following materials:

**Although this document is focused on the NHS it can be used as a guide:**

<https://www.nhsemployers.org/your-workforce/retain-and-improve/retention/checklist>

<https://www.nhsemployers.org/case-studies-and-resources/2019/04/improving-staff-retention-a-guide-for-employers>

**Free membership required:**

<https://www.cipd.co.uk/knowledge/strategy/resourcing/succession-planning-factsheet#7314>

**Kings College London:**

<https://www.kcl.ac.uk/scwru/news/2018/recruitment-and-retention-report>



## Outstanding Practice

To be 'outstanding' in this policy area you could provide evidence that:

- | The wide understanding of the policy is enabled by proactive use of the QCS App
- | Inspiring Aspirations Plus Ltd T/A Inspiring Support respects and values staff, invests in learning and development, embeds company values and celebrates achievements
- | Staff are involved in decision making and feel able to contribute ideas, suggestions and feedback with honesty
- | Flexible working is promoted, supported and accommodated where possible
- | Staff satisfaction is sought by various methods, measured and acted upon
- | Staff health and wellbeing is treated as a priority area to promote a healthy workplace



## Forms

The following forms are included as part of this policy:

Title of form	When would the form be used?	Created by
Contribution to Staff Retention - QP05	To demonstrate the key policies in place to support staff retention.	QCS

## Inspiring Aspirations Plus Ltd T/A Inspiring Support

Document Title	Contribution to Staff Retention
Absenteeism Policy and Procedure	Absenteeism which is inadequately controlled by the manager demotivates staff.
Annual holiday Policy and Procedure	Poorly defined staff benefits lead to disputes and demotivation.
Anti-bullying Policy and Procedure	Bullying, especially of new employees, is a major contributor to staff turnover. A key indicator is a high turnover in the early months of employment.
Discipline Policy and Procedure	Firm, sensitive and above all consistent application of discipline is essential to staff motivation.
Staff Handbook	Poorly defined staff behaviours and benefits lead to disputes and demotivation.
Employee satisfaction survey	Carry it out regularly, and publicly action-plan the results in order to maintain confidence in manager commitment and competence.
Equality and Diversity Policy and Procedure	Employees, in general, dislike inequality and react to it with demotivation.
Family Leave Policies (Adoption, Paternity, Statutory, Parental)	Apply with sensitivity and consistency – this will be repaid by commitment. Censure those who abuse the system.
Flexible Working Policy and Procedure	Apply with sensitivity and consistency – this will be repaid by commitment. Censure those who abuse the system.
Induction & Onboarding Policy and Procedure	The primary cause of staff loss, from research, is inadequate induction and placing the new staff members into lone working situations without adequate skills.
Stress and Mental Health in the Workplace Policy and Procedure	See the Policy.
Capability Policy and Procedure Supervision Policy and Procedure Development Appraisal Policy and Procedure	The task of the manager is to: <ul style="list-style-type: none"> <li>Specify standards of work (induction, training, policies)</li> <li>Review performance against those standards (audit, supervision)</li> <li>Act to improve skills in order to meet standards (appraisal, coaching, training)</li> <li>Deal with consistent lack of performance (supervision, training, discipline)</li> </ul>
Recruitment Policy and Procedure	Get it right first time. Recruit against a person and job spec (e.g. do you now need to employ a part-time member of staff to balance stresses on rota management? If so, do not consider a person requiring full-time work). Accept only those who fit the specification – not just the “best of the bunch.”
Harassment Policy and Procedure	See Anti-Bullying.
Sickness Absence Policy and Procedure	See Absenteeism.
Staff Rota Policy and Procedure	<b>Conduct rota planning equitably and plan ahead.</b> Members of staff, quite rightly, strongly dislike being the subject of a manager who indicates very clearly that they cannot plan ahead in terms of recruitment and rota planning.
Training Policy and Procedure	Members of staff respond to being valued, strongly indicated by at least adequate training.