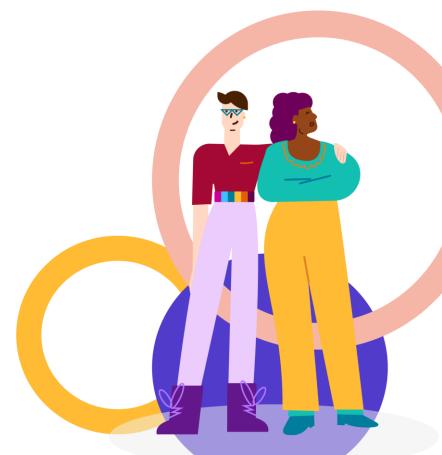


2022 Workforce Survey Key findings

Dr Trent Grassian Research Manager, Homeless Link



2022 Workforce Survey



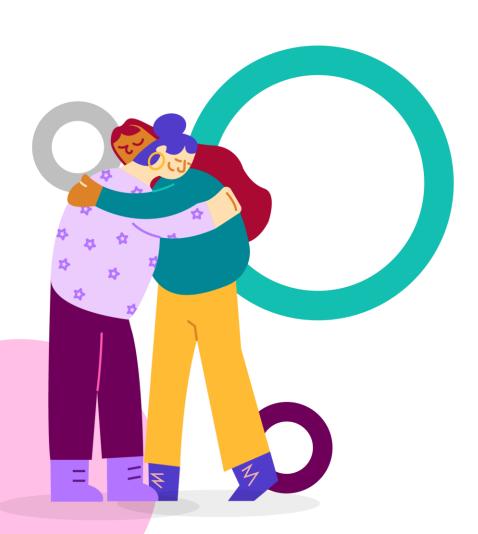


Overview:

- May June 2022
- 1,300 respondents
- Mix of location, role, length in role, organisation type
- 1. Why a career in the sector
- 2. What it's like working in the sector
- 3. Benefits and challenges of working in the homelessness sector
- 4. Skills & expertise needed
- Current and projected challenges with recruitment and retention
- How organisations have tried to address these challenges (and what's worked)
- 7. What staff want to help their own career progression

2022 Workforce Survey





Participants' roles:

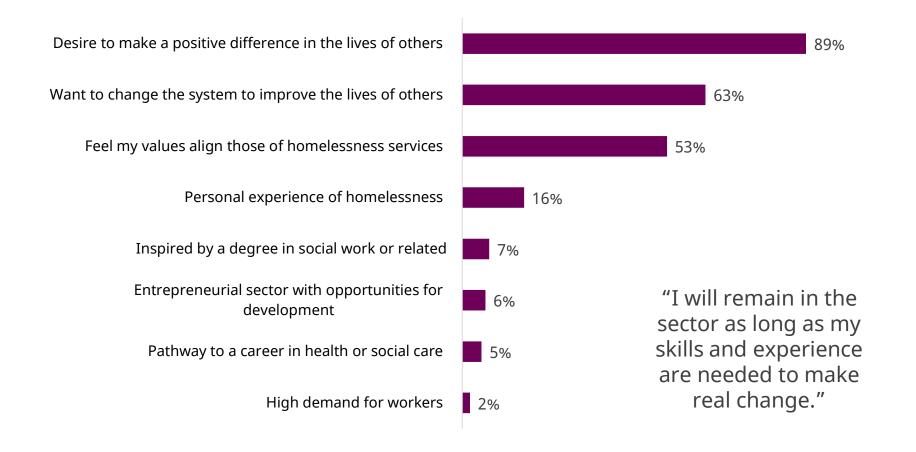
- 40% frontline workers, as well as...
- Service managers (18%)
- Senior managers (15%)
- Corporate / Central service, volunteers, trustees, and 'other'

Time in role:

- 36% been in their role 5+ years
- 28% for 2 to 4 years
- 18% 1 to 2 years
- 18% <1 year

1. Why... do people choose a career in the homelessness sector?





2. What... is it like working in the homelessness sector?



It is rewarding: 89% agree

Frontline / support staff are appropriately paid: 16% agree

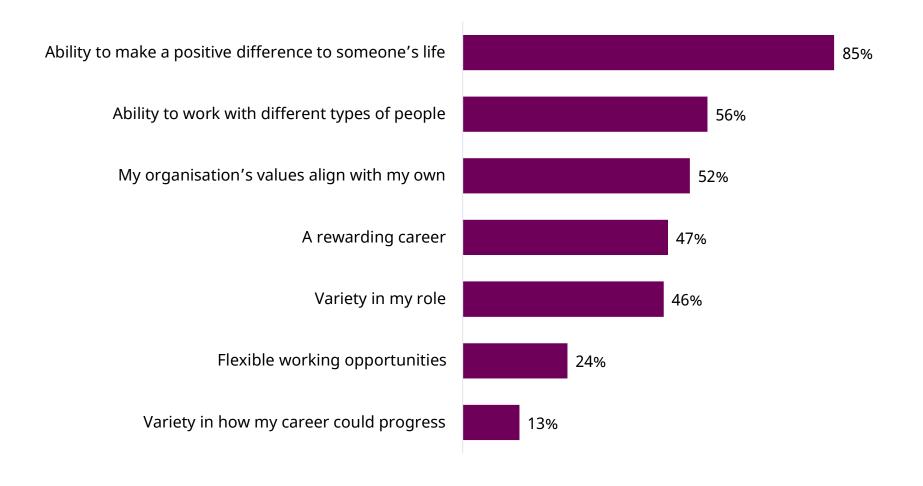
Enough opportunities to progress your career: 34% agree

Being under-staffed impacts our ability to provide meaningful support to people sleeping rough:

78% agree

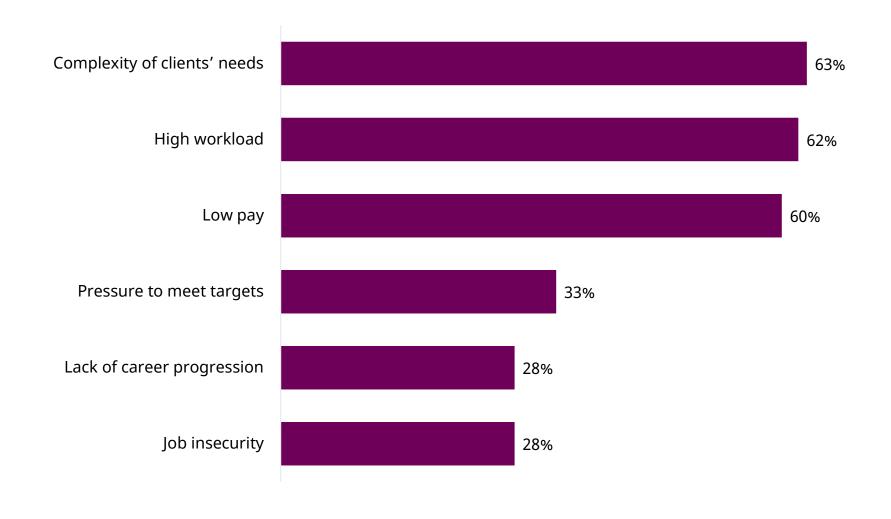
3. Why... do people stay in the sector?





3. Why... might people leave the sector?





3. Why... might people leave the sector?





I don't expect I will have the chance to become a homeowner and raising a family on a low income is something that has contributed to my decision not to start one yet.

The cost of living crisis made me take a look at my role and pay and realise this isn't sustainable, I have more to offer and I can do good elsewhere for more money.





In the last 3 years I've had my contract extended 6 times. It's due to run out again in 2 months. It's very stressful not being on a long term contract and our service has lost staff because of it.

3. Why... might people leave the sector?



A feeling that the work undertaken isn't valued, [and] the work can often feel like it is a sticking plaster when much more is actually required to address the issues. Lack of recognition in both pay and training opportunities.





I feel at times that the homelessness sector relies entirely on the good will and passion of our people - this is not sustainable

4. What... skills do staff need?



```
digital direction prioritise calmness system
                                                                                    outside fundraising
                                                                          partners
                                                  stakeholder
                              tasks plan
                                                   groups willingness
                                                                       consistency
                                  various la homeless engagement law sector
                                                                                   reliability skill front commitment ever
                                                                         flexible
              governance welfare quick adaptability research
                                                                                 professional safe mentoring develop
                                                                               open detail strategy honesty proactive manager
              delivery situations practices strong
                                                             safeguarding
            forward harm manage creative organisational experience
                                                                           training
                                                                                      report analysis decision fix information arrears
      meet admin political users
                                                                         awareness
                                                                                       creativity
                                  listener approach understanding
                                                                       patience risk housing ill bi organised finance
                                                                                                                              ethic retail
                                                                                                   relationships challenges
   policies adapt attitude tenacity
                                                                                                                           determination
                                                       negotiation
            misuse empathetic reflection
                                                                    solving ability resilience
                                                                                                                             centred firm
                                         compassion
                                                        practice
                                                                                                   calm written systems bad budget show
             verbal person relationship knowledge
  challenge
                                                                                                     excellent effective influencing customers
            forms supporting try support
                                                                                                      data rp passion list impact
              conflict advocate flexibility
        internal focused development
                                                                                                    local communicate
                                                                                                   levels lead coaching humour
                                                                            mental act
    motivation communicator strategic clear
                                                                                                                                 negotiating
                                                                                          thinking
                                                                                                    assist multi sense different
group design learning tic networking health
                                                                          advocacy
                                                                                         hr writing emotional crisis homelessness kindness drug pie trust strength new mediation
                                                           leadership
 listen resolution legislation task planning big
                                                                         organisation
                                                team services trauma
                   complex diplomacy needs
                                                                         informed judgemental pressure substance bid young
  communications
                  counselling vision attention financial building
                                                                clients
                                                                        partnership agencies approachable literacy initiative possible
     influence
            large face customer analytical ot build managing
                                                                                       challenging practise far expertise lives
                marketing delegation assertiveness benefits
                                                            social cleint intelligence
                                                                                    interpersonal
                                                 supervision boundaries caring operational reflect changes focus deep
                  statutory confidence solution
                                                      fair holistic psychologically supportive prioritising facilitation
                             minded teamwork
                                                     colleagues
                                        environment
                                                                                carry
                                                                   sensitivity
                                              values
```

4. What... expertise do staff need?



```
behaviours referral signpost gdpr
                                                                                                adverse
                                                                                                            relation psychology emotional diagnosis lo
                                                                   along things
                                                                                           setting
                                                                                                                               diagnosis lots allocation acts
                                                          admin authorities patience
                                                                                                              governance sleeping motivational asylum nps
tworking external marketing children's framework
                                     nationally specific legislations customers
                                company qualification research supported networking external
                                                                                                                                                       coaching put active accounts become
                                                              willingness equality debt teams
                                                                                                                    centred learning vulnerable conflict teaching correct
                    task strategies identify listening individuals community rights addictions re accommodation via
                  dwp ways challenges mh national uc authority crisis organisations complex tenancy strategy childhood variety
        lifes statistics aces multiple advocacy justice fundralsing fundralsing statistics statistics aces statistics aces multiple advocacy justice fundralsing fundralsi
        customer offending sexual provision city welfare
                                                                                                                                                  needs tic systems frontline related worker build
                                                                     risk finance set system skills homeless
                          charities barriers pathways
                                                                                                                                                   abuse law policies egal information others resolution
                                                                                                                                                   awareness development
                    compliance strengths safety approach support informed
                                                                                                                                                                          agencies d.a recruitment many keeping
 ago interviewing cce procedures
                            writing young financial mental practice trauma health pased practices violence
                       sign advice impact
                                                                                                                                                              safequarding guidance important opportunities
        rules team options domestic benefits knowledge
                                                                                                                                                              services approaches wellbeing design using
                                                                                                                                                             addiction partnership experiences budget loss
  delivered
adult effects causes harm range noney going production organisational leadership homelessness legislation
                                                                                                                                                                         lients counselling access i.d situations eet
    streams users relationships empathy safe local pie housing understanding social environments intervention ensure present
          escalation various will agency must analysis affect rough immigration funding hra management data
                                                                                                                                                                         gaps providers la regulations plus now
            knowlegde assessments education managing skill misuse tilexperience alcohol expertise communication resources individual current personal
                                                  statutory dv planning policy benefit employment go aid
                                                                                                                                                                      supporting feel
                                                                                                                                                          prevention inc
                      back definitely aspect required specialist arise criminal processes aspect required specialist arise criminal processes strength lived years strategic locally none
                                               associated government environment
                                                                                                                   understand signposting dealing knowing county therapy
                                                  practical background public boundaries
                                                                                                                     recovery impacts essential manage operational
                               borough
                                                                      broad contract children
                                                        interpersonal hb especially commissioning diversity diversity
                                                                                                                       attitude
                                                                                               professional
                                                                                                                                      charitable engage
                                                                 cause minimisation
                                                                           implications principles pi capacity
                                                                                                                 relating part probation eligibility
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5. How... hard is it to find & keep staff?



Hard to find high quality staff: 61% agree

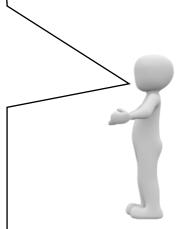
Easy to keep high quality staff: 19% agree

The pandemic has not affected recruitment & retention: 21% agree

5. How... hard is it to find & keep staff?

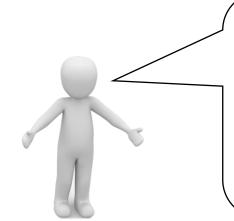


We have had a higher than average turnover of staff over the past few years. Support Workers generally stay around a year - it takes around this amount of time to get someone well developed and skilled in their role. ... I am in a constant cycle of recruitment which is time consuming and takes me away from other elements of my role. It impacts on the other team members as they have to work with bank/agency staff who are less experienced and therefore they end up having to do more. It impacts on [clients] as they ... don't have consistent support. ... We have noticed significantly lower levels of interest in roles in our team over the past couple of years. ... The impact of all of this is stress for those that are here and risk of burnout.



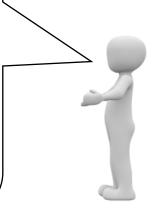
5. How... hard is it to find & keep staff?





There is a lack of experienced staff as many exited the sector during the Covid-19 pandemic and subsequently, due to the relentless demands placed on staff. We are having to recruit staff with transferable skills but having to train them from scratch which takes both time and ... resources which are spread very thinly.

I think a lot of ... frontline workers who worked through Covid19 are 'burnt out' including myself. We constantly changed our services to meet demands always putting clients first and with retention of staff at a level I have never seen before ... staff who stayed have picked up extra work as a result I feel i have nothing left to give.



5. What... about the future?



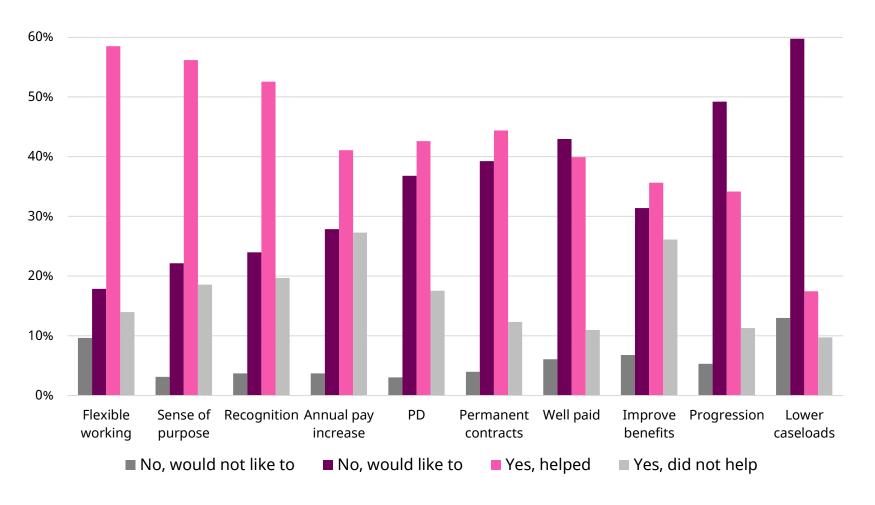
It will become more difficult to recruit high quality staff: 59% agree

We will be able to retain high quality staff: 37% agree

Increasing cost of living will make it more difficult: 73% agree

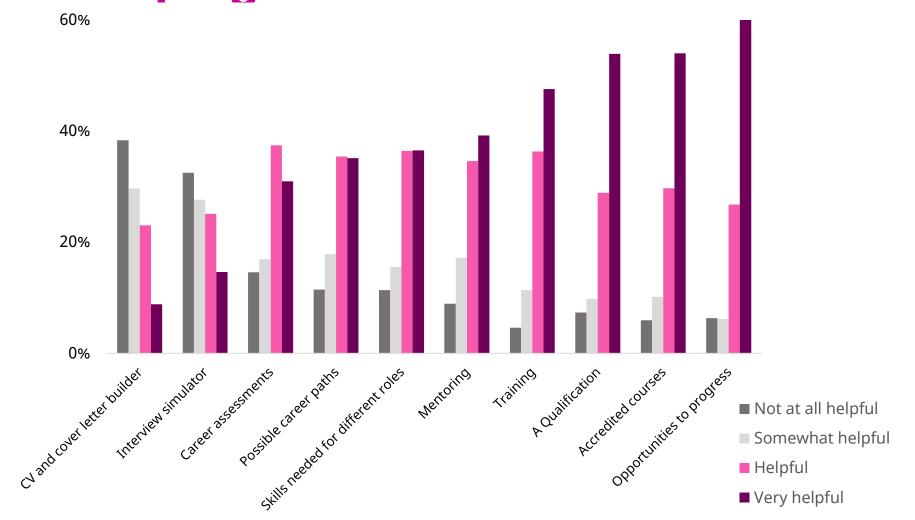
6. How... are organisations trying to address these challenges?





7. What... do people think will help their career progression









Organisation increased progression opportunities: 45%

...and it helped recruitment & retention: 75%

More progression opportunities would help my career: 88%

Key takeaways



- 1. Sector workers are likely to come into the sector because of their values and desire to make a positive difference.
- 2. While people agree a career in homelessness is rewarding, the 'realities' of working in the sector are the biggest challenge, especially low pay and high workloads.
- Many state they face chronic staff shortages, due to a combination of high turnover rates, an inability to provide permanent contracts because of the lack of long-term funding, and funding shortages.
- 4. Most agree that staff shortages and recruitment and retention challenges negatively impact their ability to support those experiencing homelessness.
- 5. The pandemic and cost of living crisis have made and are likely to continue to make these challenges worse.
- 6. There are a lot of strategies that organisations say have helped, especially flexible working, sense of purpose, and ensuring recognition for their work.
- 7. Sector workers want more opportunities for career progression, including opportunities to take accredited courses, earn a qualification, or receive more training.

Questions?



Ask now!

Or get in touch at

<u>trent.grassian@homelesslink.org.uk</u> or <u>research@homelesslink.org.uk</u>



Homeless Link

What we do

Homeless Link is the national membership charity for frontline homelessness services. We work to improve services through research, guidance and learning, and campaign for policy change that will ensure everyone has a place to call home and the support they need to keep it.

homeless.org.uk

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Extra slides



3. Why... do people stay in the sector?



