

# Flexible working in Social Care

Timewise & Norfolk County Council

Workshop for Care Providers



**Norfolk** County Council

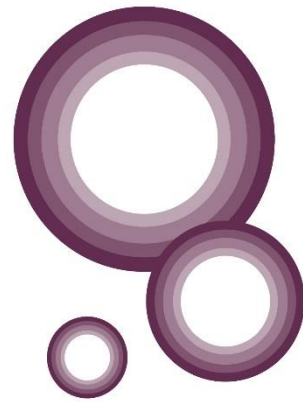
**timewise**

 **Norfolk** County Council

**timewise**

# Agenda for today

Session	Timings
Welcome & background	10 mins
Business case for flex in social care	35 mins
What is flexible job design?	50 mins
<i>BREAK</i>	<i>15 mins</i>
What is flexible hiring?	40 mins
Dealing with requests – top tips	10 mins
Next steps & action planning	20 mins

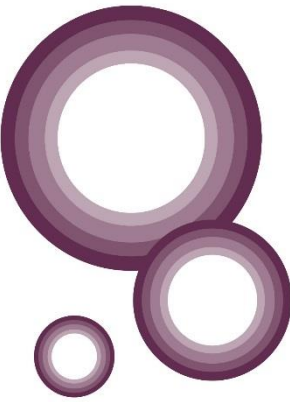


# Objectives

To understand what flexible working can look like in care roles

To understand how you can use flex to attract & retain

- The demand for flexible working
- Our flexible job design methodology
- Practical examples & tips
- Opportunities to share and discuss



# Creating the right environment

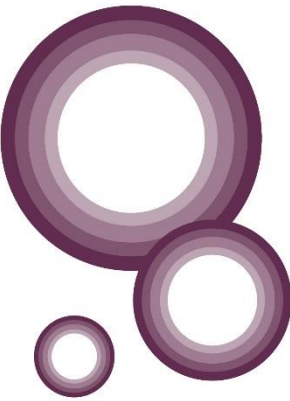


# About Timewise

## SOCIAL ENTERPRISE

Timewise is a social enterprise with commercial expertise and a clear goal: to make flexible working work for everyone.

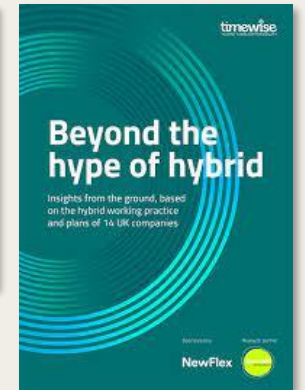
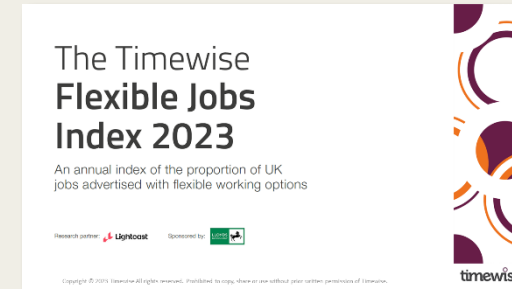
Through our work with employers, policymakers, labour market influencers and funders, we're creating stronger, more inclusive workplaces, powered by flexible working.



# About Timewise: What we do

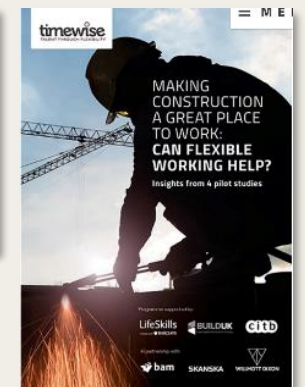
## Research and Insight

We create and run pilots across a range of sectors, sharing our learnings widely and using them to inform future work. And we back this up with in-depth research into the flexible jobs market.



## Consultancy and Training

We support employers to deliver flexible working on the ground, from addressing culture change from the top to training managers in how to design flexible jobs and manage flexible teams.



# Our work in the care sector



**timewise**  
TALENT THROUGH FLEXIBILITY

## CARING BY DESIGN

How care providers can improve recruitment and retention by redesigning care jobs to be more compatible with carers' non-work lives

Timewise research funded by JPMorgan Chase Foundation  
**J.P.Morgan**



**timewise**

## BUILDING THE SOCIAL CARE WORKFORCE OF THE FUTURE

How to attract and retain talent through enhanced flexible working



## TIME TO CARE?

Advice for people planning a new career as a care worker, on how to fit your working time around the rest of your life

Includes coffee break exercises to help you decide the working pattern that will suit you best!



## WELCOMING AND SUPPORTING NEW CARE WORKERS INTO THE SECTOR

A care manager's checklist to accompany the 'Time to Care?' guide for care workers

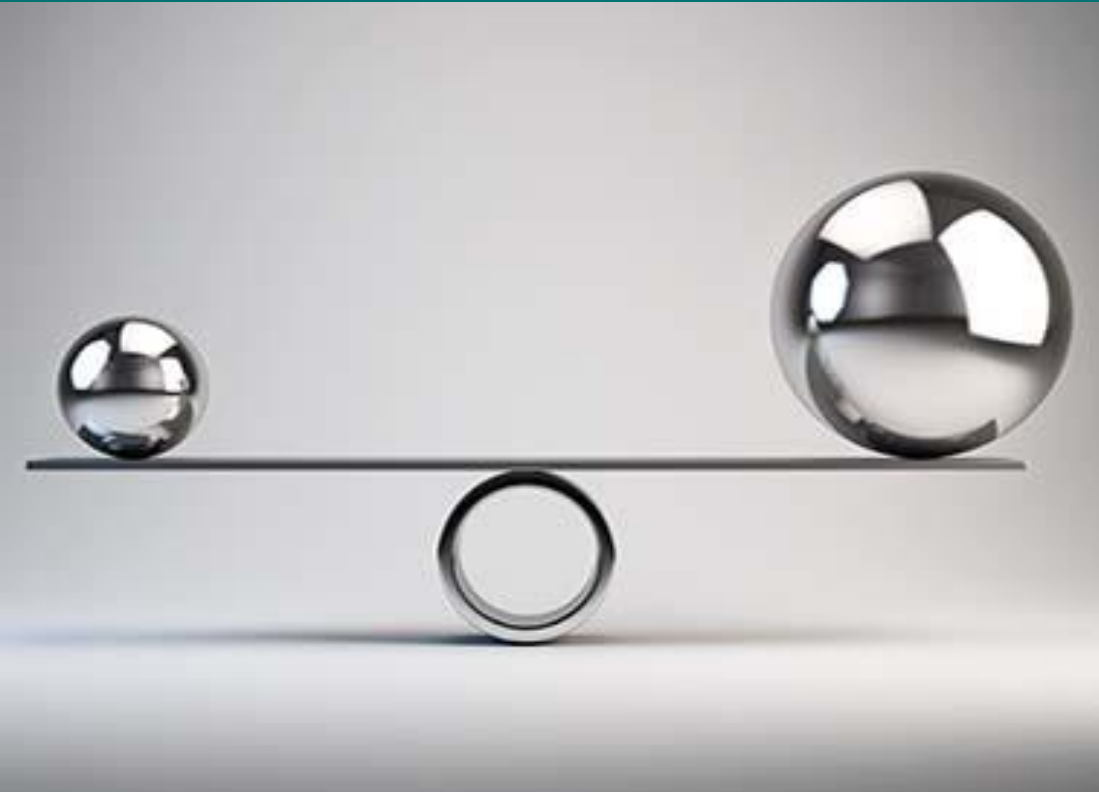
**timewise**  
TALENT THROUGH FLEXIBILITY

# Defining flexibility & exploring the business case

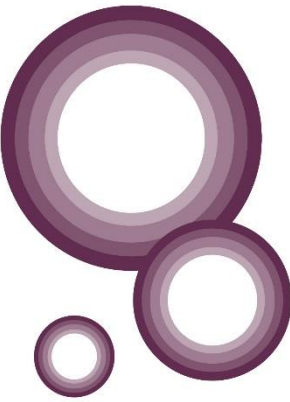




# What is flexible working?



Flexible working is a way of working that suits an employee's needs, for example having flexible start and finish times, doing work from home, or working fewer hours



# Understanding types of flexibility



## WHERE?

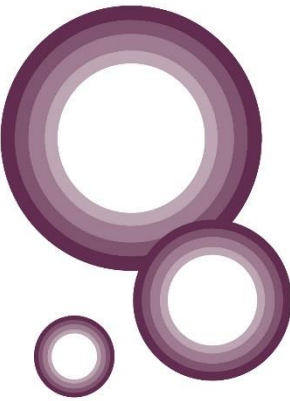
- **PLACE-BASED FLEXIBILITY**
- Working at home; mobile; other offices

## WHEN?

- **TIME-BASED FLEXIBILITY**
- Rostering preferences; non-standard shift length; start/finish times; annualised hours

## HOW MUCH?

- **REDUCED-HOURS FLEXIBILITY**
- Part time; job-sharing; unpaid leave; term time working



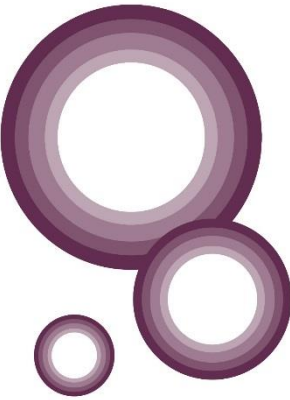
# Examples of flexibility

## Formal Flex

- Part-time working
- Term time working
- Annualised hours
- Fixed, predictable shifts
- Unpaid leave
- Regular, fixed home/ remote working

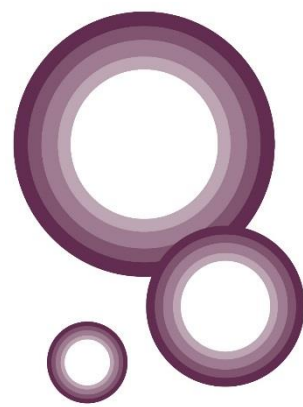
## Informal Flex

- Occasional home/remote working
- Change to start/finish time
- Occasional time-off in-lieu
- Compressed hours
- Reasonable adjustments  
e.g. return to work



# The legal framework for flexible working

- Day one right to request **for all employees regardless of reason**
- Requiring employers to **consult** with their employees, to fully explore all the options, before rejecting a flexible working request.
- Allowing employees to make 2 flexible working requests in any 12-month period (rather than just one a year as previously).
- Requiring employers to respond to requests within two months, down from three previously.
- Removing the requirement for employees to explain to their employer how a flexible working request might work – the onus now falls upon the employer to figure this out.



# The business case for flex in social care



Productivity & performance



Talent attraction



Inclusion and diversity



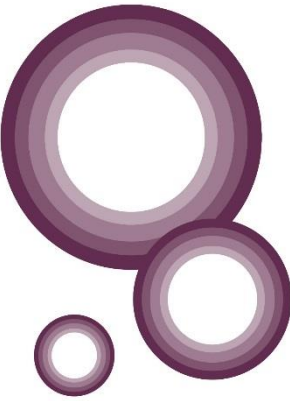
Employee wellbeing & sickness



Employee engagement



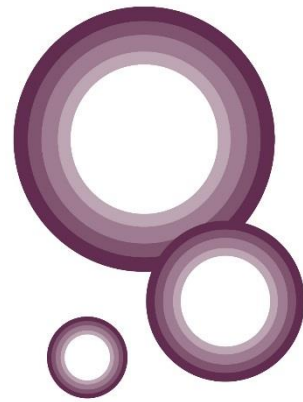
Retention



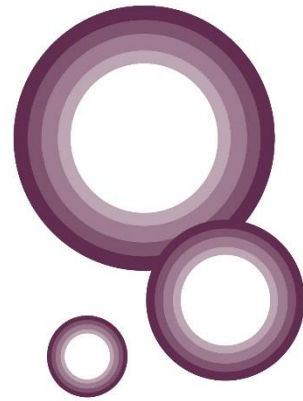
# Who wants to work flexibly?



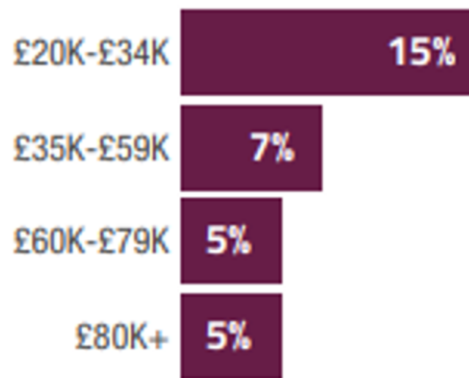
31% supply\* of jobs  
advertised flexibly



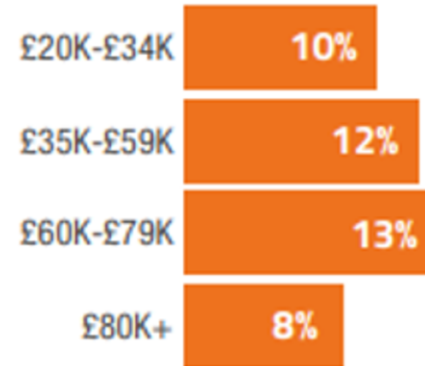
# Lack of flex may be stifling progression



## PART-TIME



## FLEXIBLE WORKING



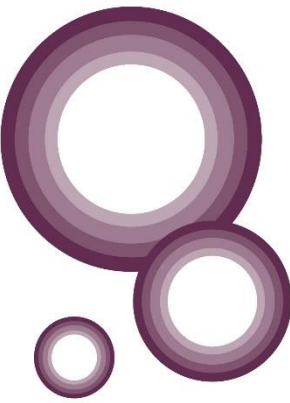
Timewise Flexible Jobs Index© 2023

## In adult social care....

- 48% of the workforce work part time
- 50% of care workers are part time
- Only 6% of registered managers are part time!

# How could working flexibly benefit your managers?

- Turnover is affected by wellbeing and burnout
- Part time / job share / other flex could help improve work life balance in managerial roles
- Would this make the roles more attractive?
- Would it help people succeed and stay?

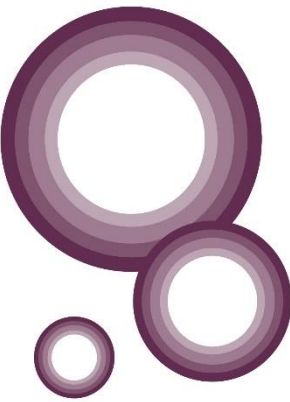




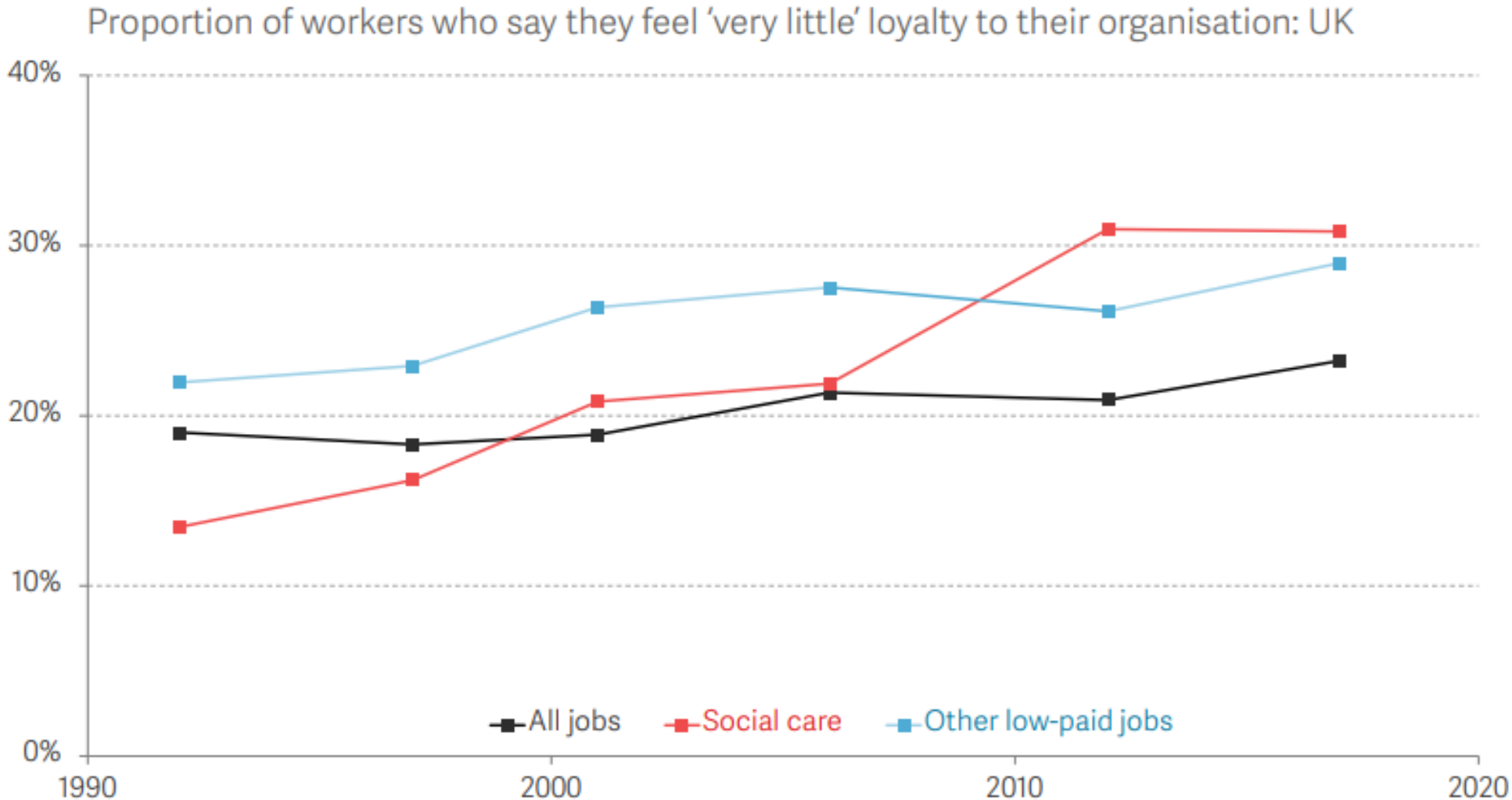
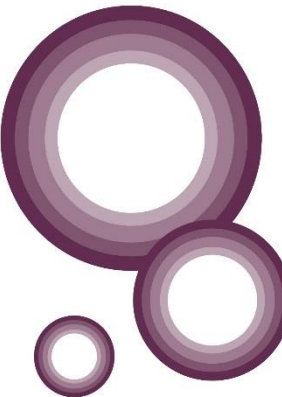
# Who leaves? (Skills for Care)

- Majority stay in the sector
- Those that travel further for work more likely to leave their role
- Younger workers also more likely to leave:
  - Turnover rate for those under 20 is 52.6%
  - Turnover rate for those 60 and above is 24.1%
- Many people leave the sector soon after joining
- Those paid more are less likely to leave their roles
- Those on zero-hours contracts are more likely to leave

Skills for Care: Adult Social Care Workforce Data Set



# Social care workers are attached to their work, not their organisation



# The business case for flex in social care



**32% of care workers on zero hours contracts**



**Vacancy rate of 9.9%  
152,000 vacant posts**



**Diverse workforce in terms of  
gender, age, ethnicity &  
nationality**



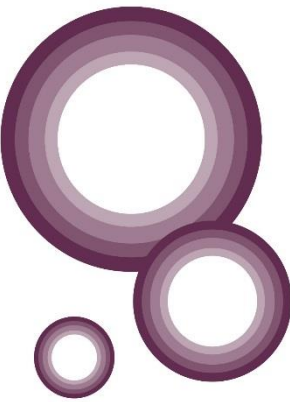
**Average sickness is 5.9 days per  
employee per year**



**Can be hard to keep employees  
connected to their colleagues &  
to the organisation**



**28.3% turnover with 59% of  
leavers remaining in the sector**



# The business case for Norfolk



**13% of care workers on zero hours contracts - well below England & Eastern region figs**



**Vacancy rate of 9.1% similar to national figure**



**29% of workforce aged 55+  
Approx 6,900 posts reaching retirement in next decade**



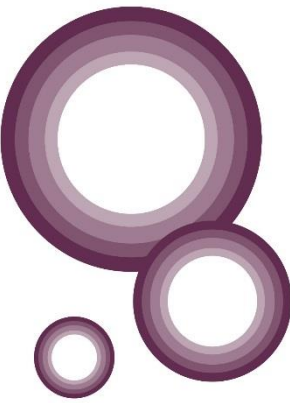
**Average sickness is 6.8 days per employee per year – above national rate**



**81% of workforce in sector for 3 years or more  
Average = 10.1 years in sector**



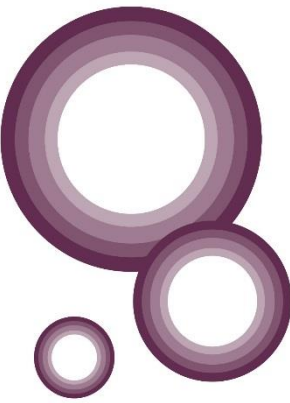
**27.5% turnover with 59% of leavers remaining in the sector**



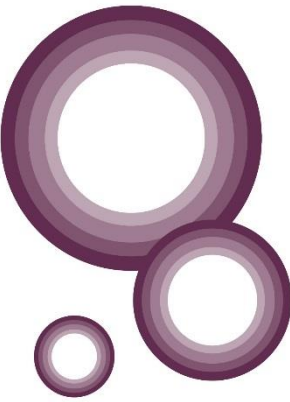
# In pairs – 10 mins



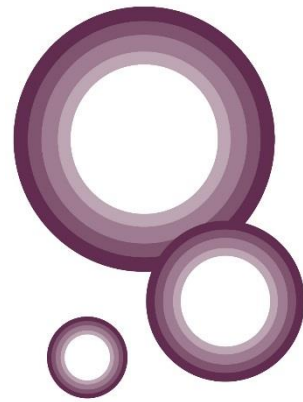
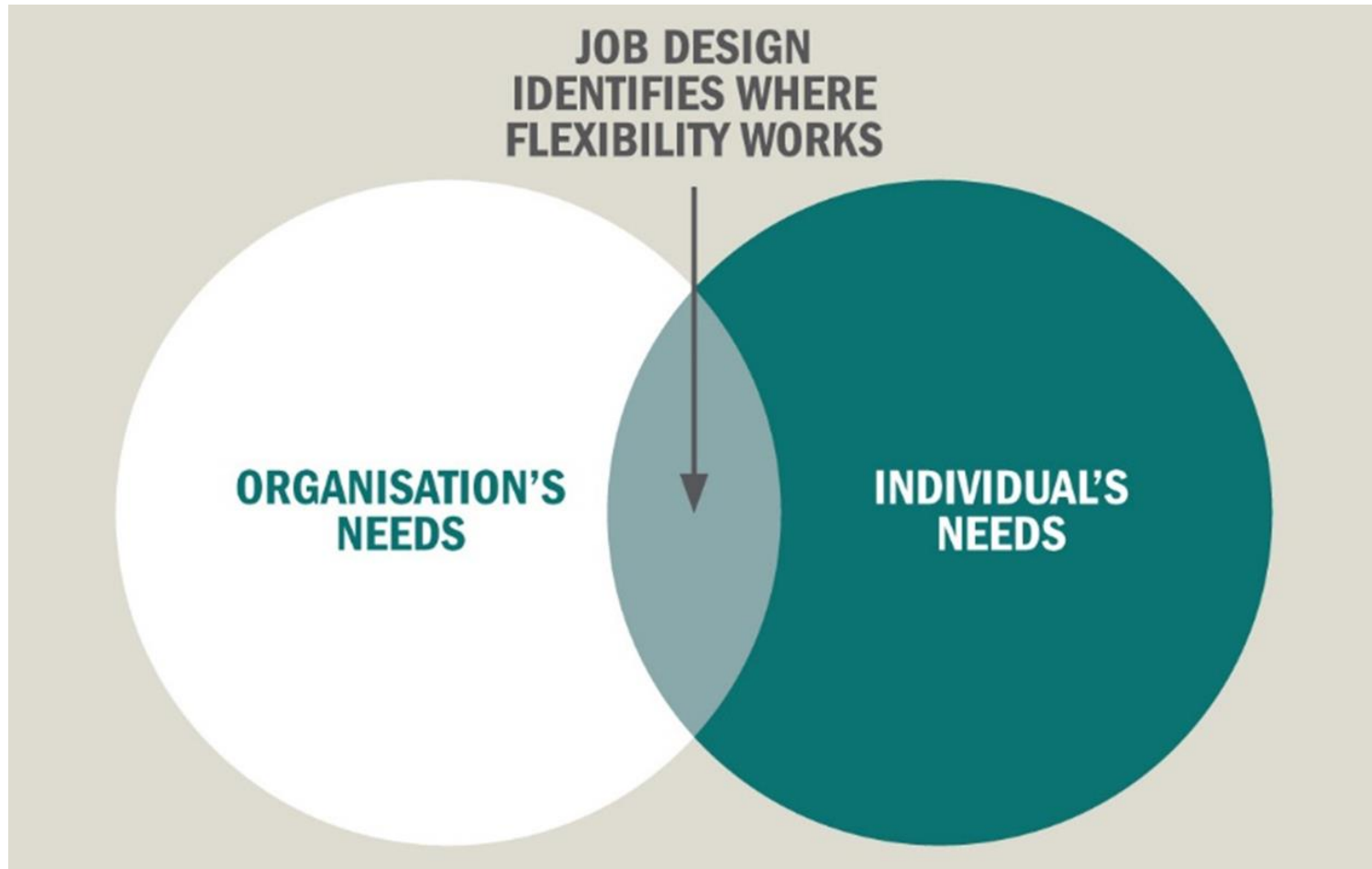
- What is the most compelling reason for you to look at flex in your business?
- What successes have you already had which you can share?



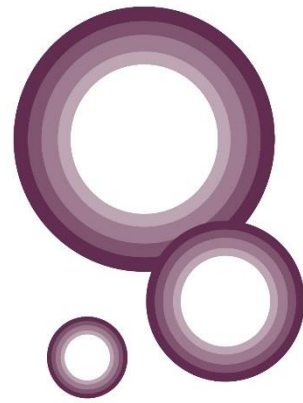
# What is flexible job design?



# Matching Needs Model



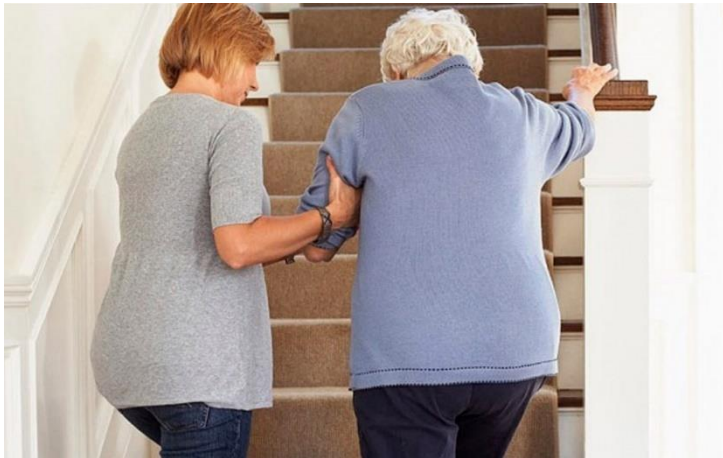
# Flexible working is different in frontline roles



Work needs doing at certain times in a certain place



Reduced hours = reduced income



Work is closely linked to service operating hours



# What can flex look like in care roles?

## WHERE

### Place based flexibility

- Partial home working to undertake particular tasks / admin
- Geographic flexibility for e.g. case notes

## WHEN

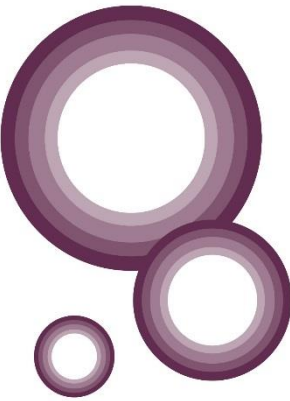
### Time based flexibility

- Ability to select or request shift patterns
- Compressed weeks – longer shifts over fewer days
- Late starts / early finishes
- Team based shift rotas
- Split or shared shifts

## HOW MUCH

### Reduced hours flexibility

- Part-time hours / fewer or shorter shifts
- Voluntary / ad-hoc overtime or time off
- Annualised hours arrangements / term time arrangements



# Job design questions to unlock flex in social care roles

## WHERE

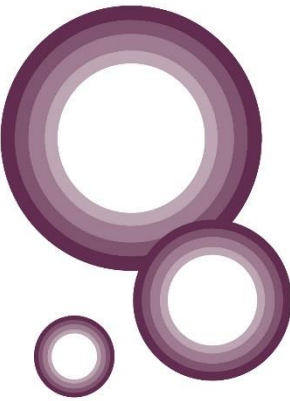
Are there any tasks which can be undertaken from home?  
How often does the team need to be physically together? Why?  
What equipment / support do the team need for working remotely?

## WHEN

What are the core times when service users / clients need the role holder to be present?  
What are the expectations of commissioners in terms of service hours?  
When are the peaks & troughs of work?  
Who else can provide cover?

## HOW MUCH

How can the workload of this role be reduced? Is there activity which can be stopped?  
How will minimum staffing levels be met?  
Can you recruit backfill?  
Could a job share or job split be formed?



# Flexible scheduling case study



## What flex is offered?

- Shorter shifts, reduced days, evening shifts
- Monday-Friday only; term time only; evenings only during school holidays; split shifts for school pick up
- In some cases, complementary scheduling enables two staff to 'share' a role
- Detailed shifts on job adverts together with a statement encouraging candidates to bring suggestions
- No zero hours contracts – more stability for I Care & staff

## What's the impact?

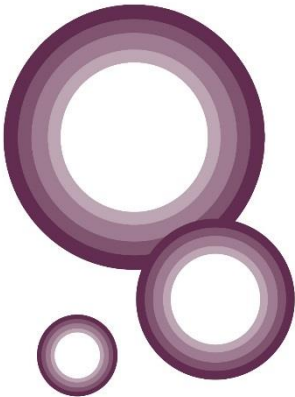
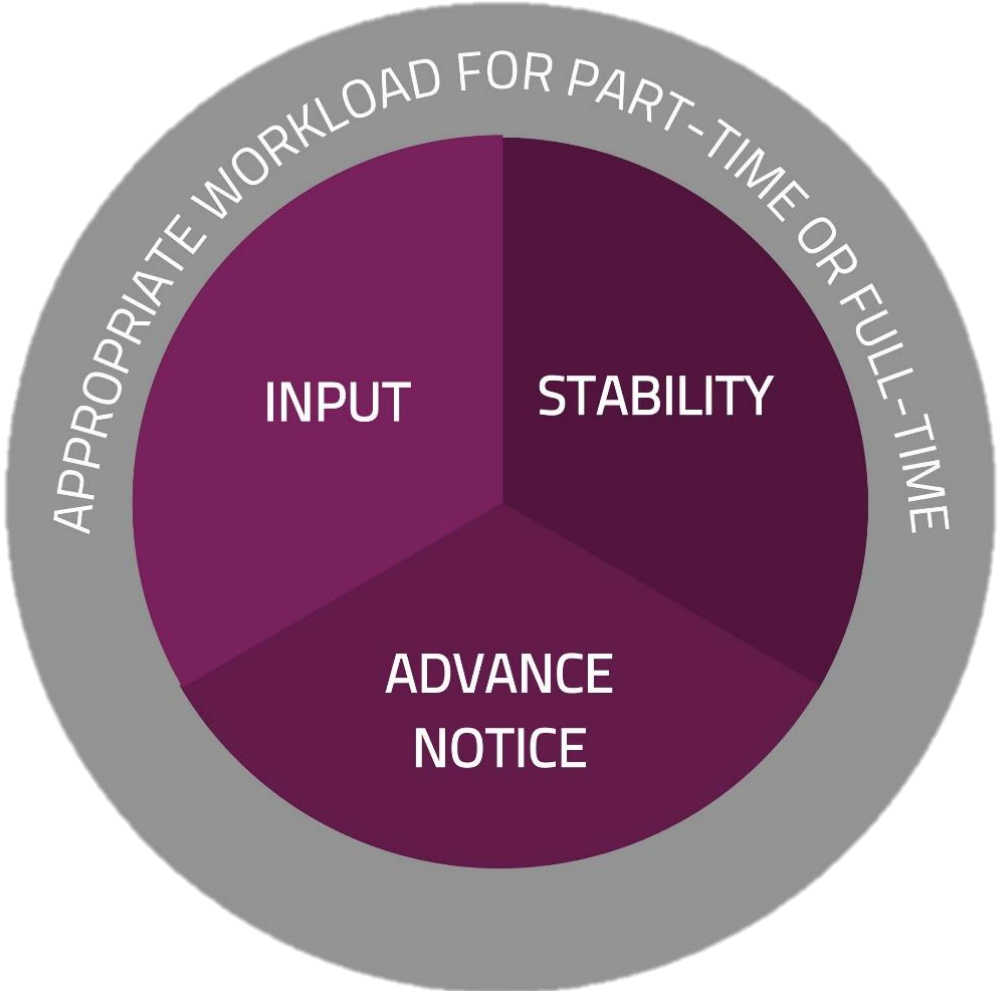
- Can deliver more business to a waiting list of clients
- Easier holiday and sickness cover – more 'heads' to flex
- More staff working fewer hours can mean more time spent on supervision, training, spot checks – but this pays dividends elsewhere

## Top tips for sustainable flex:

- Get a good baseline of people who can work full time or close to full time hours – look after them as well
- Use the employee request as your starting point & look at what's feasible
- Be willing to reshape your client rounds – constantly evolving
- Be clear on the minimum number of people you need to run a shift
- Where possible, match the client needs to the employee availability

“You get more loyalty and engagement – even those who can't usually work a weekend will do one if they can – more ownership of our service”

# The Timewise Shift-Life Balance Model<sup>©</sup>



# Supporting Shift-Life balance

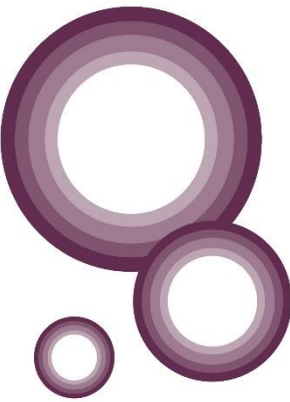
- Ongoing tensions with working patterns often cited as a reason for leaving
- It can take a while to build up a client routine which works, and then it changes again - unpredictability
- Lack of trust of schedulers, seen as having favourites
- Schedule has busy times and downtime

“You may get a new care package coming in but then it doesn’t fit with your other calls. You can’t be in two places at once.”

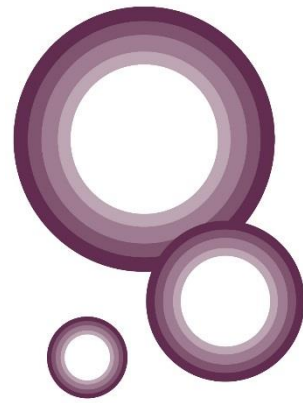
Danielle, Branch D

“They offered flexible hours, and hours to suit the family, but it’s not like that.”

Karen, Branch D

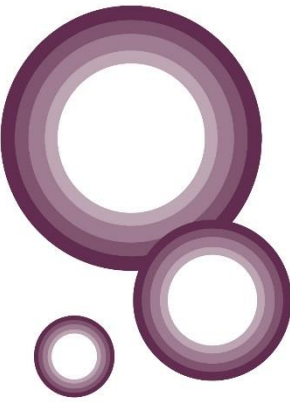


# How to increase opportunities for input



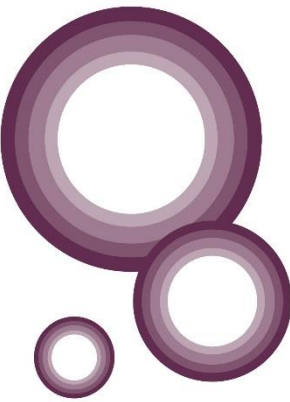
# Team based rostering in care

- Timewise pilot for Rathbone, a care provider
- Team of 10 in Lambeth
- Learning from the Buurtrzorg model, team meet regularly to discuss service user needs, their own needs and agree the roster



# Pilot outcomes – staff reported...

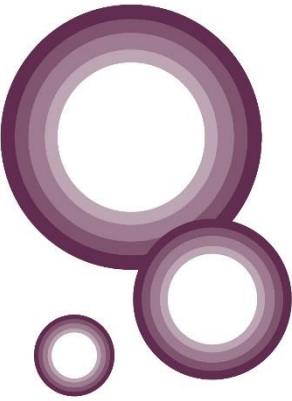
- Having more input into the schedule and the schedule was now fairer across the team.
- Reduced isolation and travel time, improved teamwork, increased knowledge about service users and their needs, and improved the support provided to service users.
- Improved commitment to working at Rathbone, and reduced intention to leave. None of the pilot team staff left (vs 15% non pilot staff).
- Compared with non-pilot team staff, the pilot team spent 30% less time travelling, and had one hour per week extra contact time with service users, as well as finding time for a weekly team meeting.





# One year later...

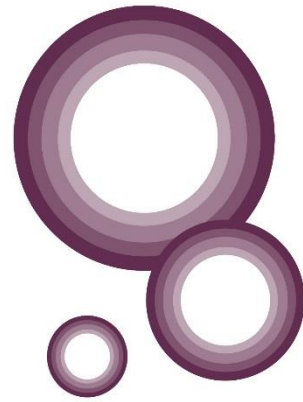
- Rolled out the approach to a second geographical team (so 26 people)
- Reduced travel time, more efficient rosters
- Decreased sick days
- Some staff unhappy they still couldn't get the exact pattern they wanted – need to manage expectations



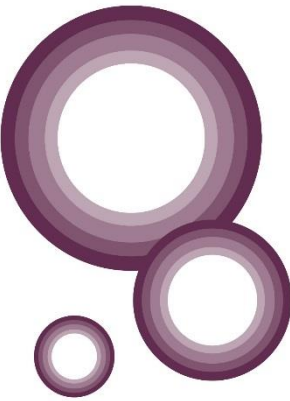
# Some tips from Timewise's team based pilots



- Creating geographical teams helps connect care workers to the right colleagues for support and swaps
- Give lots of opportunity for people to talk about their outside work needs – with their manager & their colleagues
- Share the responsibility of scheduling – so team members appreciate how challenging it is
- Set the ground rules together so people understand & feel ownership of them



# Breakout – 15 mins discussion

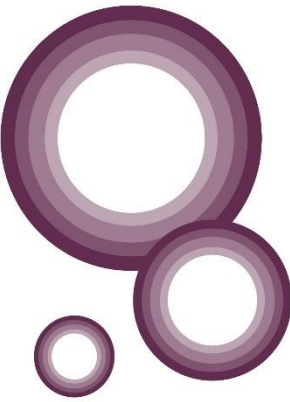


## Consider each element:

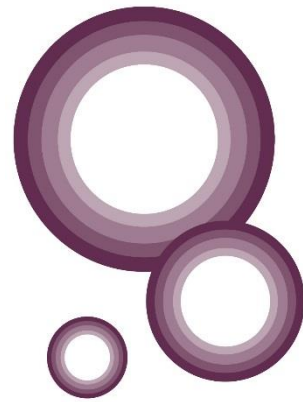
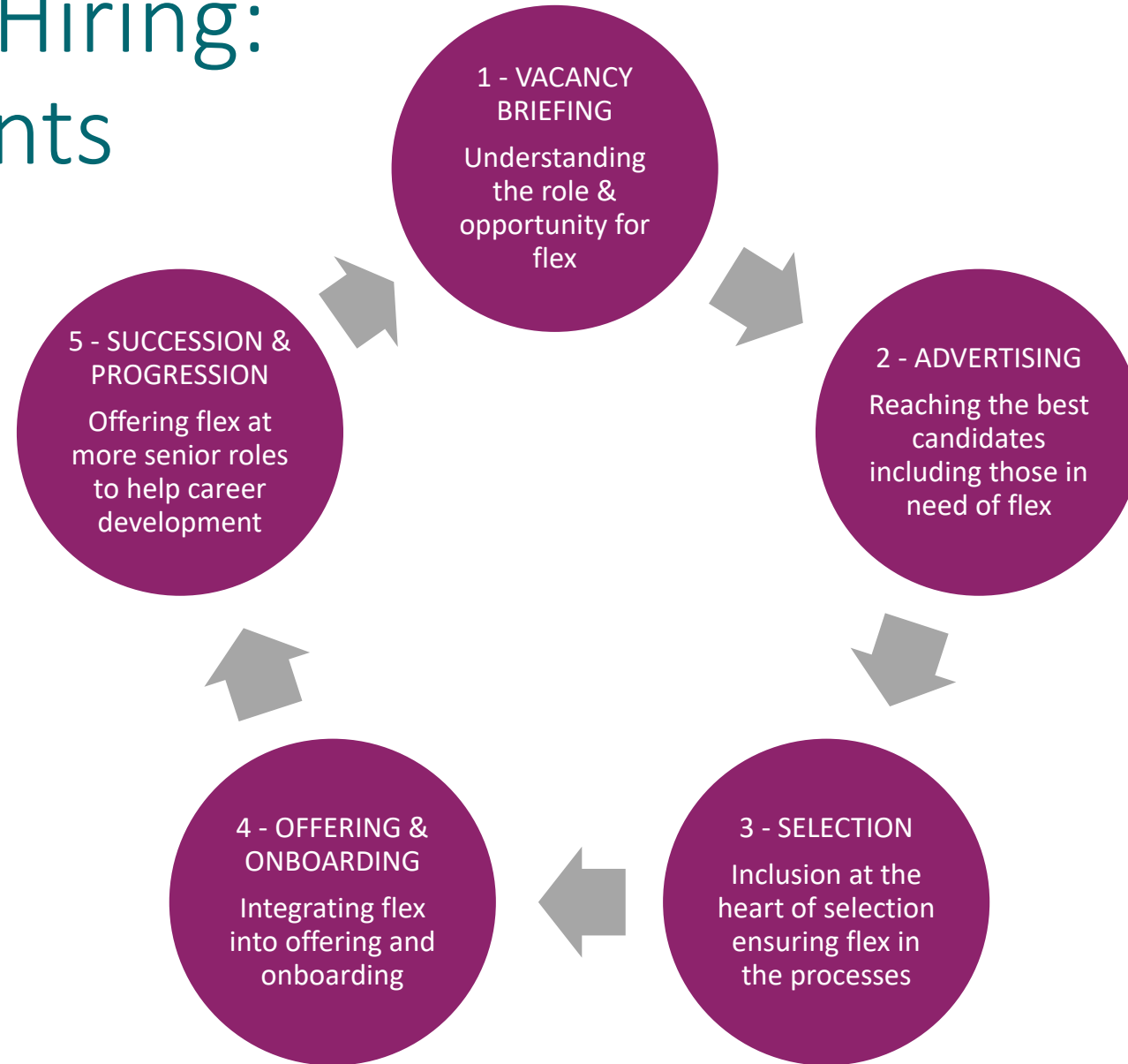
- What level of **notice** do you give? Can this be extended?
- How easy is it to get a **fixed / predictable** pattern? What are the barriers & enablers of this?
- How do people **input** into their schedule? What could enable more of this? Tech?



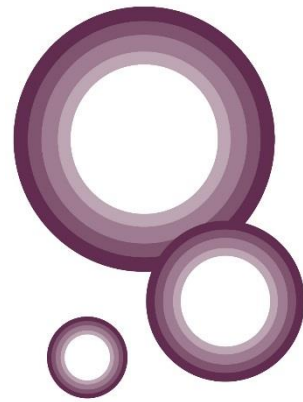
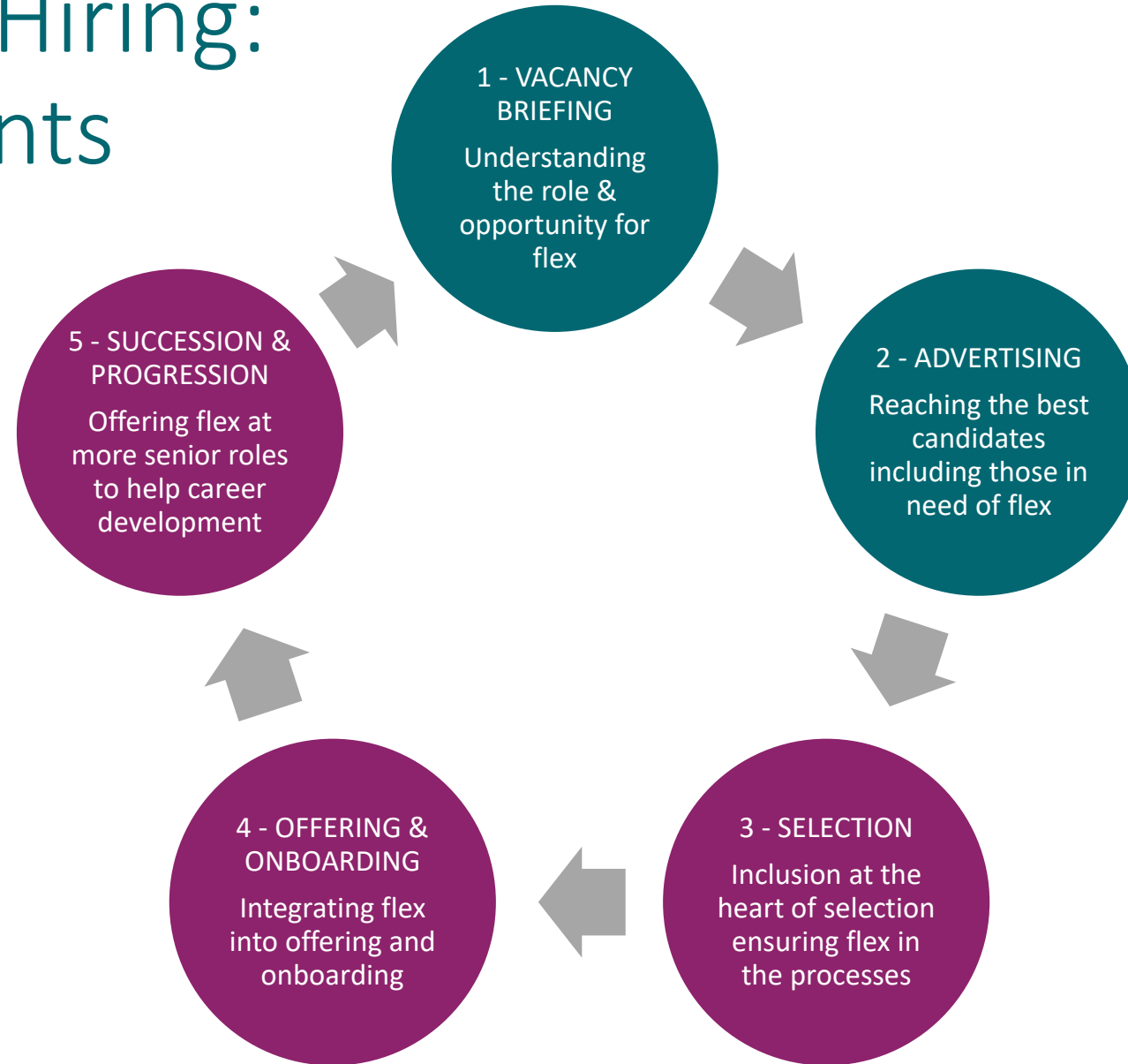
# What is flexible hiring & why is it important?



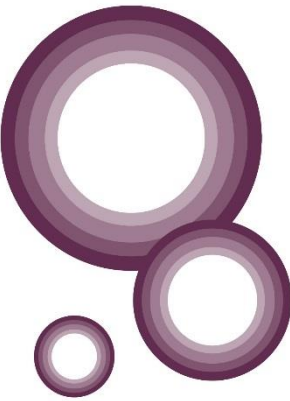
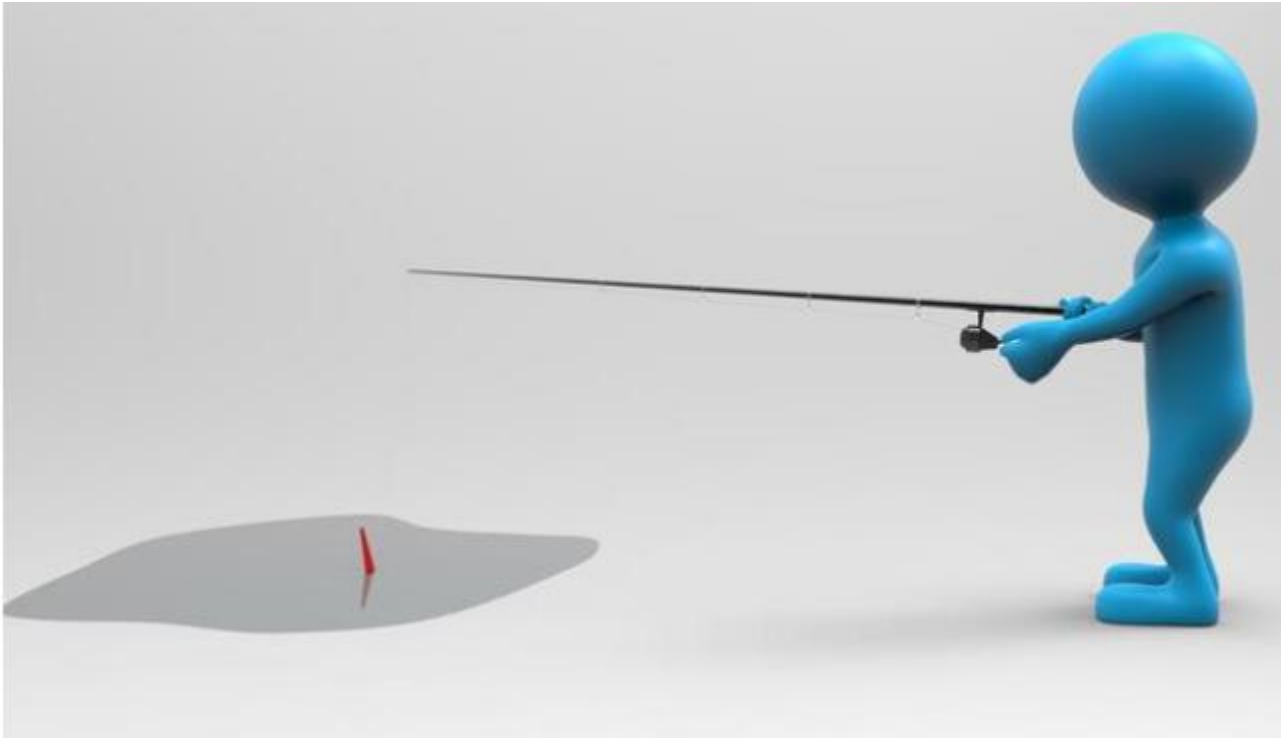
# Flexible Hiring: 5 elements



# Flexible Hiring: 5 elements

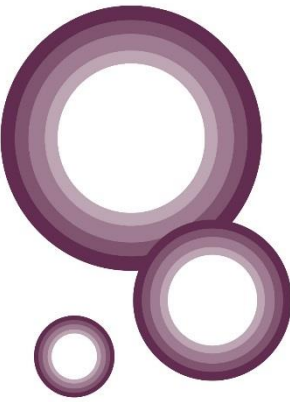


# Attraction & recruitment remains a challenge



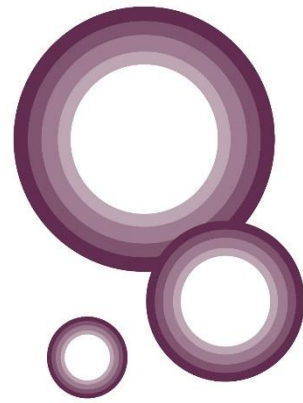


# Messaging working patterns during recruitment



# Feedback on recruitment from our care provider research

- Nature of role: reputation, limited understanding before starting
- Nature of employment: PAY, zero hours, shifts, cover, alone
- Recruitment: high volume – low yield
- Variation between providers for accessing pool of potential applicants



# Advertising working patterns

*Our Clients are looking for qualified and experienced Support Workers of working with Service Users / Clients with Learning Disability, Autism and Epilepsy, with a minimum of NVQ level 2 in Health and Social Care Diploma or working towards the qualification.*

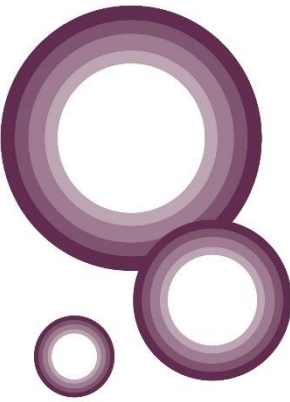
***SHIFT PATTERN: 7am to 3pm or 1pm to 9pm or 7am to 9pm***

***SLEEP OVERTS: 10pm to 7am***

***SALARY: Shift: from £11.21 per hour/ Sleepover: £40***

## ***Essential:***

- *Experienced in working and understanding of Service Users with Epilepsy, Learning Disability and Autism.*
- *Up to date Mandatory training*
- *Administration of Medication*
- *Clean and current DBS or willing to have one done*
- *Compassionate and patient*
- *Trustworthy*





INVESTORS  
IN PEOPLE

Accredited  
Until 2022

- ✓ Certain shifts on set days
- ✓ Fixed term contracts
- ✓ Term time contracts
- ✓ Retire and Return
- ✓ School time hours

#bepartofMYteam



The Mid Yorkshire Hospitals  
NHS Trust

# REGISTERED NURSE SUITS YOU SHIFTS – OFFERING PERMANENT FLEXIBLE WORKING

**Location:**

Based at Pinderfields Hospital and  
Dewsbury Hospital

**Application:**

For more information and to apply  
visit [www.midyorksjobs.co.uk](http://www.midyorksjobs.co.uk) and search  
reference 377-CORP30422.

For more information or to have a career discussion  
please contact: Charlene Pressley, Matron for Staffing  
[charlene.pressley@nhs.net](mailto:charlene.pressley@nhs.net)

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# Candidates want to know....

## MAKE SURE YOU COMMUNICATE...

### The terms of their employment

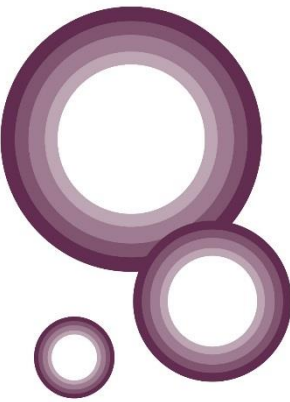
- If the contract is zero hours, explain up front that this will give them choice and flexibility in the amount of work they accept, and how their daily schedule works with the rest of their lives; but also that there is no guaranteed work, that clients come and go, and that there are often periods of unpredictability.
- Usual practice is to pay care workers for their travel and wait time between clients, by adding an allowance for it to their hourly pay rate for client time. This is often difficult for care workers to understand, so explain the allowance clearly to them and help them to work out their actual hourly pay rate for all the time they spend on the job, once their travel time is included.
- Also explain how travel time eats into their available time for work, and that they may not be able to get as many hours as they hope for.

### The hours and shifts

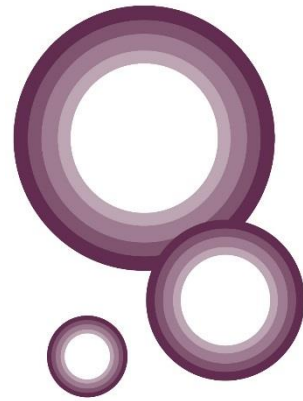
- Explain the typical care packages and the timings when clients usually need to be visited.
- Clarify which tasks are timebound (eg meals and key personal care tasks), and which are more flexible (eg domestic cleaning, shopping).
- If a candidate needs the more time-flexible tasks, give an honest idea of how much work of this kind is available.

### The checks and references

- Explain which elements of the pre-recruitment checks will be paid for and if care workers will need to pay for some themselves (eg DBS).
- Refer them to the local authority's brokerage team, who can often provide funding for the DBS check.
- Give candidates a realistic timeframe for checks and references, and whether or not any training can be commenced during this time.



# Example vacancies from Norfolk Care Careers



Support Worker – Ditchingham – Pay rate starts at £11.78 ph

Typical Shifts are: Monday – Sunday 8am–3pm, 3pm–10pm, Waking nights 10pm–8am

**Waking Nights Care Support Worker**  
**Evelyn Way**  
**Kings Lynn, PE30 3WH**  
**£11.44 per hour**  
**Full and Part Time (21.45– 07.45)**

Norfolk | Norwich | **£11.44 (NLW over 21) Per Hour** | Full/Part Time  
Closing Date: 28/08/24

**Care Support Worker**  
**Drayton, NR8**  
**£11.44ph**  
**38 hours**

Job Types: Full-time, Part-time

Pay: Up to £12.84 per hour

Expected hours: 15 – 40 per week

**Care Worker**

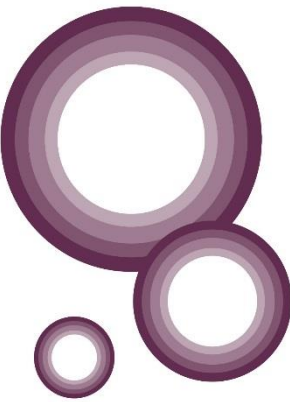
Norfolk | Great Yarmouth | **Between £12.01–£15.00 Per Hour** | Full/Part Time

# Breakout – 15 mins



Consider how you currently **advertise**...

- How can you be more **transparent** about working patterns / options?
- Can you promote the flex you can offer?



# Identify and promote the flex you can offer

Part time

Fixed shifts

Split shifts

Job-sharing

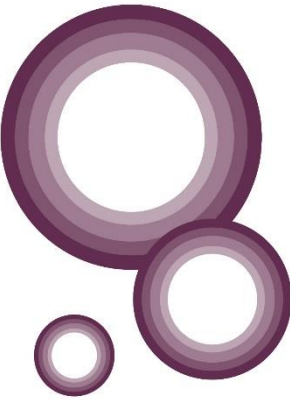
Tasks which can  
be done from  
home

Team based  
approaches

Shift cover for  
emergencies

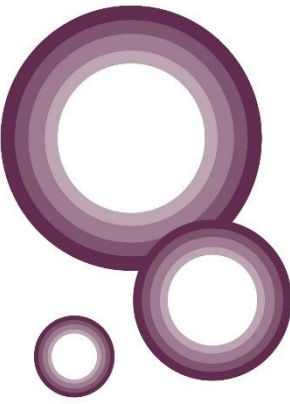
Study leave

Shift / site  
swapping

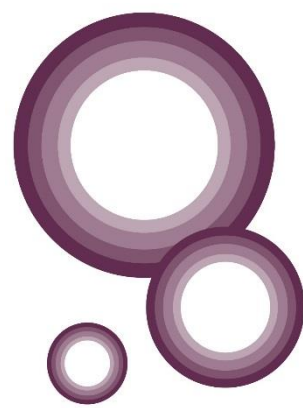
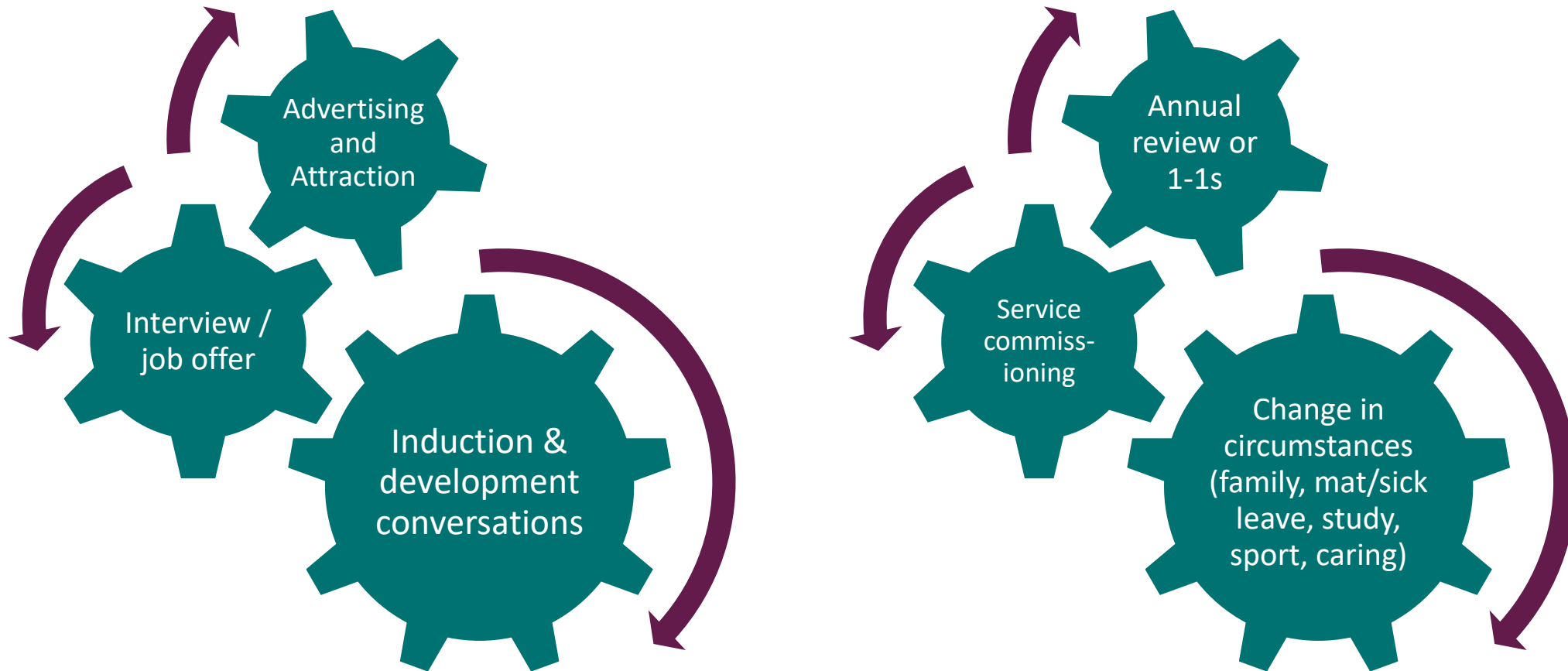




# Talking about flex & dealing with requests



# Opportunities to discuss flex

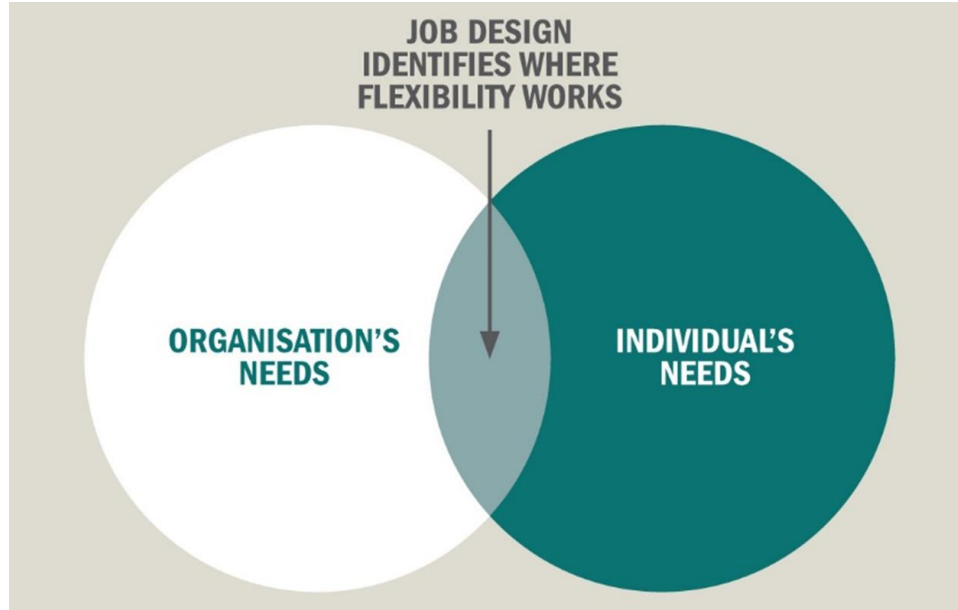


# Top tips for handling requests

Be open-minded – just because something has always been done in a certain way it doesn't mean that it can't be done differently

Remind yourself of the business case for flex and the implications of saying 'no' as well as of saying 'yes'

If you are unable to agree to a request, be clear about WHY it isn't possible



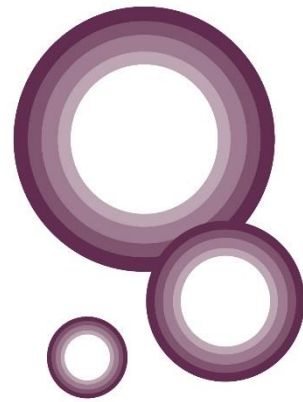
Use the flexible job design questions to identify where there might be compatible flexibility, and ask the following:

- 'Given the service we have to provide, what flexibility might be possible?'
- 'Can we make this work? And if we can't, why not?'
- 'What else might be possible?'

Make sure the decision is based on facts and not your own biases / personal preferences

Don't make decisions in isolation - ask someone to check and challenge your thinking

Approach all requests with openness, honesty and curiosity around what IS possible



# Dealing with flex working requests

During the selection process a candidate explains they cannot get to work before 9am due to transport

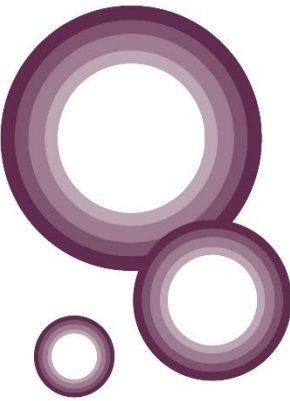
OR:

An experienced team member requests to work shorter shifts because they are finding full shifts too tiring

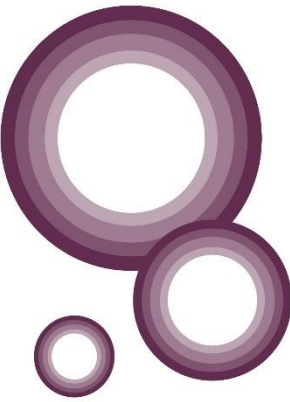
How would you approach this conversation?

What do you need to consider?

What is possible?

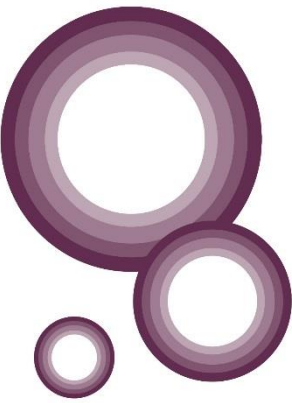


# Takeaway actions & next steps

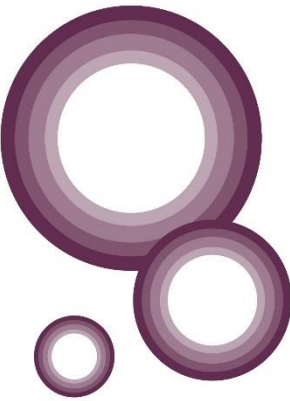


# Learning recap

- Flexible working can help with attraction, retention, wellbeing, progression and engagement of your teams
- There are a range of reasons why people want & need flexibility
- Taking a job design approach ensures that working patterns meet the needs of the organization as well as the individual
- In care roles flexibility is about input, predictability & advance notice of shifts
- Flexible scheduling and rostering approaches demonstrate that flex is possible even in frontline roles
- It's important to think about how you advertise & recruit – to highlight the flex on offer
- There are lots of opportunities to proactively discuss flex with your teams, you don't need to wait for a request



# What actions are you taking away?



## FLEXIBLE WORKING ACTION PLAN



### Detailed action plan

Aims	Activities	When / Who / How
Supporting flexible working <ul style="list-style-type: none"><li>• <i>E.g. improve stability of shift patterns</i></li><li>• <i>Encourage team conversations about their shift <u>preferences</u></i></li><li>• <i>Allow individuals more input to the roster to choose when they <u>work</u></i></li><li>• <i>Refresh flexible working policy and share <u>internally</u></i></li></ul>		
Flexible hiring <ul style="list-style-type: none"><li>• <i>E.g. refresh job advert wording on working hours / patterns</i></li><li>• <i>Provide information about working patterns during the recruitment <u>process</u></i></li><li>• <i>Provide an opportunity to speak to existing staff before <u>joining</u></i></li><li>• <i>Provide examples of working patterns of current staff and their top tips for juggling work and home</i></li><li>• <i>Ensure the onboarding process is flexible for those with different working <u>patterns</u></i></li></ul>		

# Tell us your thoughts & find out more

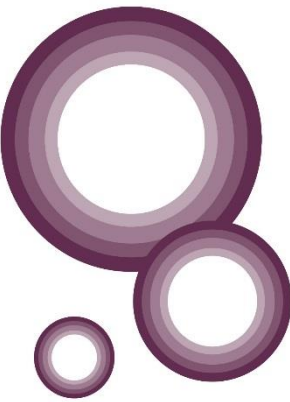
## Feedback survey:

<https://www.surveymonkey.com/r/P976MR6>



## Resource site:

<https://timewise.co.uk/flexibility-in-social-care/>





Thank you for your time today

[www.timewise.co.uk](http://www.timewise.co.uk)

