



*Rethinking recruitment and retention for  
a new generation of leaders in care.*

Briefing paper commissioned by the CareTech Foundation,  
Prepared by Transform Society and the University of Edinburgh



# The NowCare proposal

## Executive Summary

**The challenge of providing an adequate social care system is, more than ever before, at the forefront of the political agenda. The recruitment and retention crisis in the sector requires bold thinking to address properly. Increasing funding to support the recruitment of front-line care workers without also addressing structural issues in the sector that feed huge staff turnover is unsustainable. Put bluntly, without investment in more and better leadership the enormous costs being put in to address front-line care worker shortages will be holed beneath the water line by continued staff churn.**

**The social care sector urgently needs to attract high-calibre talent and significantly address leadership skills to instil long-term change from within. This requires a disruptive new initiative to make the social care sector a career of choice for the brightest and best – be that at graduate level or beyond. The approach of Teach First and Police Now offer powerful examples which can be tailored to deliver a game-changing NowCare talent recruitment and leadership development approach.**

**This document summarises the results of the feasibility study and extensive associated consultation across the social care sector for the creation of NowCare, a bold and disruptive new approach to increase the number and quality of leaders in social care roles across the UK. NowCare is based on the model of Teach First and similar members of the Transform Society alliance, which have a proven approach to transforming the perception of key public service careers. This proposal reviews and generates recommendations for further support to create a social care leadership recruitment and retention programme that is aimed not only at new graduates and later career switchers but will also invite qualifying existing care workers to apply. The sector has come together to support and endorse this proposal.**

The feasibility study, due to report in mid-July 2021, has been commissioned by the CareTech Foundation from Transform Society, a member alliance whose social justice programmes evidence that the views of a sector can be changed in a generation. With over 23,000 recruits into public service roles such as community policing, teaching, prison service and mental health services, the societal impact has been vast. For example, Teach First has directly led to inner London schools achieving 400 Ofsted “Outstanding” reports against none 10 years before and, in the same time, the proportion of children receiving free school meals in the boroughs attaining five A-C grade GCSE’s went from 25% to 60%.

Critical to the success of the Transform Society members’ approach has been:

- clarity on the social inequality that is being addressed;
- a compelling vision for enduring social change; and
- a belief that leadership and innovation will be the key drivers of change.

NowCare aims to deliver lasting positive change to the social care sector by delivering highly-qualified, experienced and trained leaders. Reports from the Care Quality Commission (CQC) and research by The King’s Fund (and many others) make clear that quality mentored training and a supported career path is not only attractive to individuals but is beneficial to the place of work, the sector and to society. Many such reports highlight the vital importance of leadership training as a key ingredient of workforce development, supporting the requirement for the NowCare scheme. Whilst it is recognised that NowCare will not be a silver bullet for solving the issues facing social care, it has the potential to act as a catalyst for change by making a significant contribution both directly and indirectly by signalling that the sector itself is innovating and improving.

Based on previous schemes, we estimate that funding of £28m is required for the first three cohorts of the programme, which will support and mentor 1,050 new recruits over five years, into social care leadership. NowCare will provide the key link between those wishing to enter a structured career in Social Care leadership and care providers. We recommend that start-up funding for NowCare should come from providers in the sector, grant-giving foundations committed to social justice and improving quality of life for

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some of the most vulnerable in society – all of which should be twice matched by Government as we consider this investment of 2/3 of the cost essential to support the Government’s social care reform generally and, in particular, its workforce development agenda.

In the first cohort, NowCare will recruit up to 150 people, who will enrol in a bespoke career and training programme. This will include support to attainment of a Level 5 care qualification as well as meaningful leadership and business training. Recruits into the pilot will start in a care support role, moving up to a deputy manager and have the opportunity to apply for a Care Home Registered Manager (“RM”), or equivalent, role within two years. This RM leadership role has been selected as the starting point for the programme as it will provide the sector with talent where they need it most now. It is felt to be a vital role for the industry and a challenging all-round role for an individual to start their leadership in care from. This proposal recommends that future cohorts will involve the whole care sector, with placements in home care, extra care, later living accommodation and learning disability providers. The roles available in future cohorts will also be more varied, including in operational and back-office roles, although the scheme will continue to ensure that experience is gained through all aspects of care delivery.

There is no more rewarding role than to care for others and it should, and could, be a more desirable career route for more people. By training more leaders and creating a structured, and recognised career path, with stalwarts of the sector acting as mentors, we believe that we can significantly enhance the culture and reputation of the sector and make it a more attractive place to work for a new generation.

**This feasibility study has been developed with the advice of senior leaders from across the social care sector and beyond. The study has demonstrated both the demand for such a new scheme and the appetite of the sector to support its development. There is real excitement that this proposition can make a signal impact on the social care sector. We have heard a very clear message from the very many people with whom we have engaged that this is a proposal that the social care sector needs – and that it needs it now.**



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## Introduction

COVID-19 has accelerated problems of staff recruitment, retention, health, and well-being, as well as increasing strains on the provision of basic care for many who are in need. While the system remains fragmented and inefficient, we can wait for reform and further funding, or we can act now. In this proposal, we outline the opportunity to create a 'Teach First' for Social Care

Many recognise the need for action and the need for change from within. The COVID-19 pandemic has also brought to public attention the vital role of the social care sector as never before. Inspired by their success in similar graduate and career switcher recruitment schemes in teaching, the police force and others, Dame Julia Cleverdon and James Darley of Transform Society working together with Jonathan Freeman MBE of the CareTech Foundation explored the opportunities that the model of Teach First would offer for the social care sector. Following initial positive soundings from others within the sector, the CareTech Foundation commissioned Transform Society to produce this feasibility study to test and develop a 'Teach First' (graduates and early career switchers) and 'Now Teach' (later career switchers) style programme for the care sector.

*“Within 10 years we (Teach First) changed the perceptions of a generation towards teaching in challenging schools. We reached #2 in the Top 100 Graduate Employers and now have a hundred alumni head teachers and thousands of middle leaders. Collectively our community is having a significant impact on delivering equity in disadvantaged communities. Now we can do the same for leadership in the care sector. Within a generation make social care a career of choice.”*

**James Darley, CEO Transform Society**

The NowCare programme set out in this study will recruit and train talented people with an ambition to increase the availability of leaders and managers in social care. This will contribute to building a pipeline of future leaders from within the sector.

NowCare will address the requirement for more supported career development and coaching within the sector as well as a clear and guided career path. Development through the sector will be accelerated, such that NowCare recruits will make a step change towards solving more of the problems in social care than addressing recruitment and retention alone, not least by enhancing the valuation of care work as a career. By encouraging innovation, for example in the extended use of technology, we anticipate that our graduates will embrace the much-required change needed in the sector and, like Teach First, it will help shift the culture more towards one of innovation, inspiration and improvement.

*“We heard that there is huge variation in the quality of both services and leadership, with some of the best leadership being very local indeed. There was a widespread complaint about a lack of leadership from the Department of Health and Social Care, on top of the longstanding failure to ‘fix’ social care.*

*There is a lack of good data, a lack of infrastructure and a lack of research in adult social care funds for training and continuing personal development at all levels of social care are in short supply.*

*The more local the leadership, the more powerful it could be, was the message*

**The King’s Fund – Stories from Social Care Leadership, 11/2/21**

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Providers of all types of social care in all types of setting are coming together to endorse the creation of a leadership scheme for social care. This study has incorporated the opinions of nearly 50 interviewees, including members of the social care community (care receivers, care workers and care providers), CEOs and HR directors of care providers, CEOs of key charities, CEOs of other Transform Society programmes, academics, politicians, and students/other people targeted by the scheme.

*“We can’t wait for Government to address the issue of social care – the sector must take the matter into its own hands”. Debbie Sorkin, CEO, The Leadership Academy*

Whilst we recognise that the scheme may very well address similar recruitment challenges in children’s social care, we have chosen to give priority at this stage to Adult Social Care. We believe as this this presents the greater priority at this time. Over time, especially given the increasing number of providers spanning all areas of both children’s and adult services, we can re-evaluate the proposed scheme’s application across all social care.

## The Problem

Adult social work is under extreme pressure as a lack of a long-term vision for care and short-term funding has hampered innovation and long-term planning<sup>1</sup>. Despite high-quality care being critical to many vulnerable adults in our society, under current funding arrangements, more and more people will be denied the care that they require.

Over the next 20-30 years, the number of people requiring care in the UK is likely to double and, by 2050, there will be only two working adults to every retired person<sup>2</sup>. As such, we will see an exponential rise in the demand for social care not only in proportion to our ageing population but also in response to increased demand from those with learning disabilities and among working adults who are increasingly seeking help for mental health or disability-related issues. As the number of care workers required increases, the issues of low pay, poor terms and conditions, low morale and the huge inefficiencies in the sector must be addressed<sup>3</sup>.

Leadership roles in social care are often regarded the ‘hot potato’ role as they are often only 20-50p per hour better paid than a support or care worker, but with far more responsibility and a much greater range of skills required to do the role<sup>4</sup>. It is, in essence, like running a business. For example, typically the Registered Manager (RM) roles in care homes is filled by experienced care workers, although they are not experienced or trained leaders. 84% are women and the average age is 48.6. 32% of RMs are over 55, the turnover in these roles is more than 25% nationally and at any one time, there are more than 12.5% of the 22,500 roles vacant, against an, already high, average of 7.8% for jobs in the sector as a whole.

*“We have many great leaders, but there aren’t enough of them. We need young people to want to come into care and make a difference. They need to experience all levels of care to build their credibility, but to be a great manager they need support and leadership training”.*

<sup>1</sup> National Audit Office report, March 2021

<sup>2</sup> <https://www.pwc.co.uk/issues/megatrends/demographic-and-social-change.html>

<sup>3</sup> Merryn Somerset Webb in the FTMoney Sat 22<sup>nd</sup> May 2021

<sup>4</sup> C-I-C report on range of skills required for care roles

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Both Brexit and COVID-19 have amplified the enormous issues faced in the social care sector. Despite enormous financial and operational challenges, the sector has continued to provide care, but the long-term effects of the shortage in supply of care workers during this time will be long suffered in terms of loss of independence or damage to mental health, as well as loss of life in many unfortunate circumstances<sup>5</sup>.

**Table 1. Proportion of directly employed staff who started their role in the previous 12 months.**

Source: Skills for Care's weighted workforce estimates, 2019/20

	All sectors	Local authority	Independent	Direct payment recipients
All job roles	36.6%	15.2%	38.2%	38.8%
Managerial	18.1%	11.6%	19.3%	*
Regulated profession	31.4%	17.7%	39.3%	*
Direct care	40.5%	14.1%	42.2%	38.8%
Other	26.1%	18.1%	27.1%	*

In 2019/20 31.4% of regulated care staff in the UK were new starters. 25% (5,700) of a total of 22,500 Registered Managers left their posts in England and 12% of roles remained vacant. The highest vacancy rates were in the South and South-East.

**Chart 1. Regulated Professionals starting their roles in the previous 12 months.**

Source: Skills for Care's weighted workforce estimates, 2019/20



The percentage of new starts of regulated professionals continues to increase (see Chart 1 above) as does the turnover trend of Registered Managers (see Chart 2 below). Registered Manager roles are the worst hit for turnover and vacancies of all care roles. The independent sector, which accounts for 61% of RM roles, is the worst affected with almost 40% of RMs in 2019/20 being new starters. 75% of RMs are recruited from within the sector with only 25% coming from outside the sector.

**Chart 2. Turnover rate trend for Registered Managers**

Source: Skills for Care's weighted workforce estimates, 2019/20



The turnover rate of Registered managers has increased from just over 20% in 2013/14 to over 25% in 2019/20

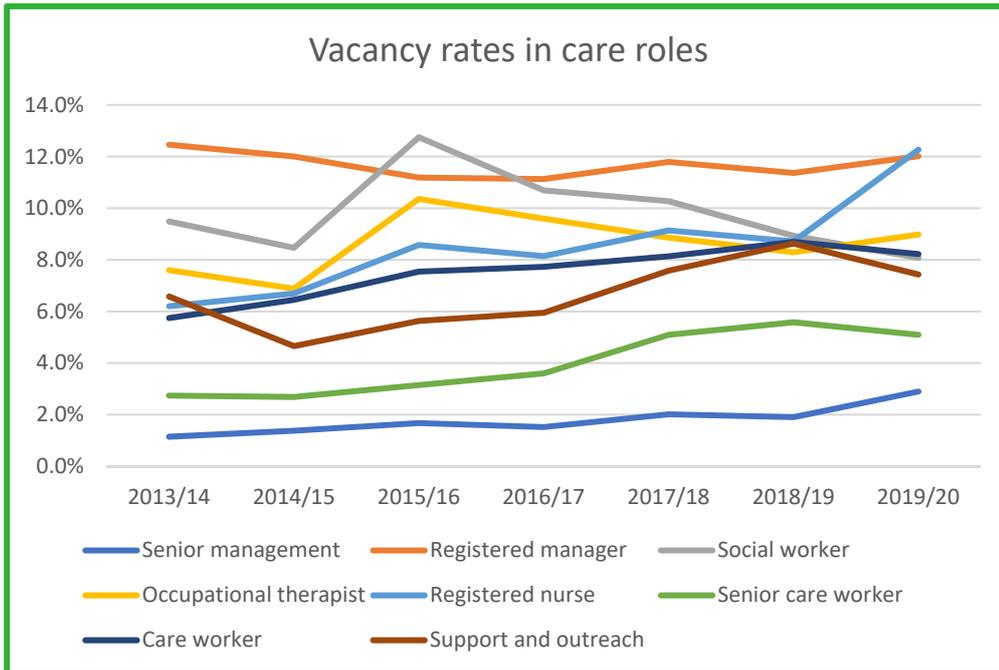
<sup>5</sup> [commissioning-challenges-and-solutions.pdf \(scie.org.uk\)](https://www.scie.org.uk/commissioning-challenges-and-solutions.pdf)

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*“Turnover rates are too high as people aren’t properly trained for leadership roles and the pressure is too much. Traditionally the RM roles are filled by experienced care workers, but they are not experienced managers and don’t enjoy the role or the pressure. We need a new way of training people specifically for the role”.* **Martin Green, CEO, Care England**

**Chart 3. Vacancy Rate trends for all care roles.**

Source: Skills for Care’s weighted workforce estimates, 2019/20



Registered Managers and Registered Nurses are the most challenging roles to recruit and retain.

## Quality of training and skills of those in leadership roles

**Table 3 – Social Care Qualifications**

Source: Skills for Care’s weighted workforce estimates, 2019/20

	Registered manager
<b>Total jobs</b>	<b>22,500</b>
Entry or level 1	0%
Level 2	2%
Level 3	12%
Level 4 or above	75%
No relevant social care qualifications	11%
<b>Level 2 or above</b>	<b>89%</b>

Of all Registered Managers 25% have only a level 3 qualification or lower, with 11% of Registered Managers have no qualification at all.

Lack of mentors, careers advice and any sort of business skill or leadership training is blamed for the high turnover of Registered Managers.

Lack of career progression opportunities is cited as a major reason for younger people not to go into social care as a career.

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*“Young people see working in social care as a career of last resort”.*  
Martin Birchill, CEO, High Fliers

## The Interviews

As well reviewing reports and workforce statistics on social care and social care reform. the main basis of this report was created from interviews with the supporting members listed in the acknowledgements section below.

Throughout the interviews, we identified the following core issues:

- A lack of high-calibre, well-trained recruits for leaderships in care
- Low prestige associated with the profession
- Inadequate training for leadership roles

And established the following themes:



**Thanks to all the interview participants, we have been able to build this proposal with confidence. We have tested our assumptions and continually iterated the programme structure to meet the approval of those we have discussed this proposition with. We continue to invite your comment.**

## Policy Context

Politicians from across the political spectrum agree that action is urgently needed. The present Prime Minister promised a plan in his first speech in office; a pledge repeated in the Conservative manifesto for the December 2019 election. Proposals have been promised by the end of 2021. Think-tanks of different hues have proposed different funding solutions. The pandemic has shown how intertwined the NHS and social care are. Social care needs the same kind of political focus as our NHS.

Successive Westminster governments have grappled with how to fund social care in England. The Blair Government appointed the Sutherland Commission in 1997. Since then, there have been 12 White Papers, Green Papers and other consultations about social care in England, but very little progress to date. The Coalition Government established the Dilnot Commission. The Dilnot commission recommended a

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partnership model with a much more generous means test and a lifetime 'cap' of between £25,000 and £50,000 on social care costs.

It is clear that after the COVID19 crisis, social care cannot continue to be delivered in its current form. Radical change is needed to address unmet need, ensuring that both older people and disabled adults of working age get the support they need. The charity Age UK estimated that the number of older people in England with some level of unmet need stood at 1.5 million in 2019. Research from the Care and Support Alliance from 2018, showed that 1 in 5 disabled people were unable to work due to not being able to access the care they need. If this were addressed, investing in social care could be hugely beneficial for both individuals and the economy.

As the journalist and policy expert Baroness Camilla Cavendish wrote in the Financial Times in May, “Ambition is needed to reform Britain’s broken social care system” (May 7<sup>th</sup> 2021).

*“Years of wrangling have made me agnostic about which funding model is used, as long as it gives people a life, not just a “package”, within a joined-up health and care system that does everything possible to keep us all independent for longer.”*

**Baroness Cavendish of Little Venice, Member of the House of Lords of the United Kingdom**

Whatever funding model is eventually agreed delivering better care will always require sufficient, excellent quality frontline leadership.

## The Case for Change - lessons from other Transform Society alliance members

This proposal is inspired by the success of the preceding five Transform Society alliance members’ schemes and the associated later career switcher scheme NowTeach. In the case of each of the members shown below, the low status of the professions was associated with a lack of high-calibre applicants.

### **Teach First**

*Teach First was established as an independent charity to address the issues of educational disparity in disadvantaged areas of London. The highly selective programme chose graduates on the basis of their potential to lead and inspire. The programme initially targeted recent graduates but was soon accessed by early bouncers and career switchers. After two years of teaching in the same school the graduates receive a PGCE teachers’ qualification and are free to go to any profession they choose. Teach First is recognised as having higher retention rates than standard postgraduate training routes. From 186 recruits in 2003, the scheme has now attracted nearly 18,000 teachers to the scheme with 1,620 placements secured for 2021.*

*Teach First has been a huge success. Teach First was cited as one of the four key school improvements between 2000 and 2014 that changed the educational outcomes for pupils in inner London; no “outstanding” schools to over 400; 25% FSM pupils getting 5 A\*-CGCSE’s to 60% (<https://www.centreforlondon.org/wp-content/uploads/2016/08/Lessons-from-London-Schools.pdf>)*

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## Police Now

***Police Now's mission is to transform communities by recruiting, developing, and inspiring diverse leaders in policing.***

*Police Now attracts, recruits and trains outstanding graduates with leadership potential to be inspirational detectives and police officers who transform communities. Not just for people today, but for generations to come. Given the highest levels of support and freedom, detectives and police officers can contribute to changing lives. Equipping participants with core policing skills, the two-year leadership development programmes help develop leadership, communication and problem-solving skills that will serve graduates, and the wider community, for a lifetime.*

Since inception in 2015 Police Now has recruited more than 1,000 police officers across 30 of the 43 police forces in England and Wales. Police Now have won more than 20 awards, from market leader diversity and inclusion strategies to innovative marketing campaigns and recruitment process, through to the two-year training and development programme. Police Now are the highest climber in 2019-2020 Times Top 100 Graduate Employers, as voted for by university finalists.

## The Programme

### *Selection*

Participants will be selected on the basis of a rigorous selection process. This will comprise a careful combination of interviews, specifically designed psychometric testing, experience to date and previous academic performance, noting that academic performance is not likely to be the main contributor to the selection process. We aim to recruit those who had previously never considered care as a career although anticipate that some of the early recruits will have considered, and rejected, care as a career due to the lack of career pathway. This programme will provide recruits with the opportunity to pursue a career that has previously not been obviously available. .

*"When I walked into the career fair I had no idea what I wanted to do. As soon as I met the Teach-First recruiters I knew I had found what I was looking for. It felt exciting and challenging. I had never previously considered a career in teaching".*

**Teach Firster – now Head Teacher.**

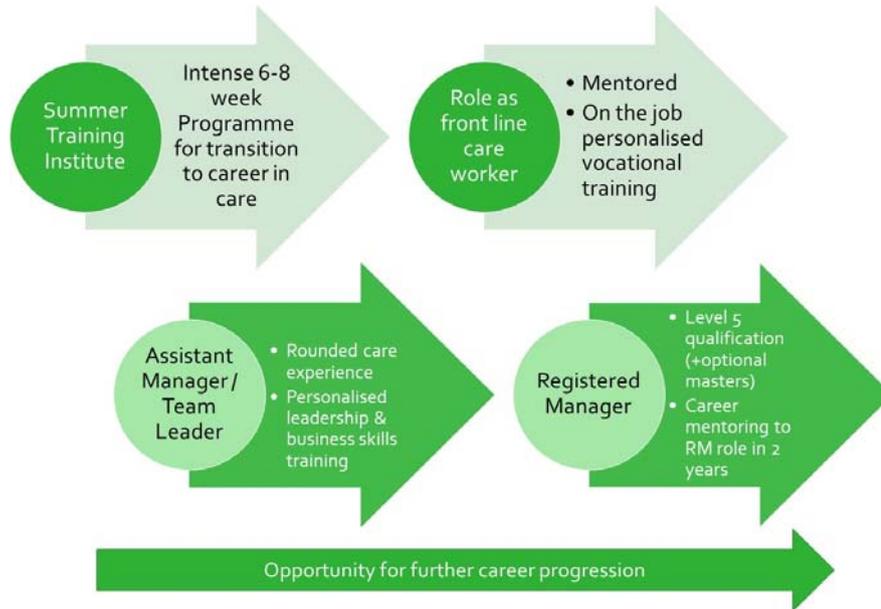
*"I always wanted to go into social work, but wasn't sure if Adult, or Children's social care was right for me. When I saw the opportunity that Frontline offered I was excited as I could see how the programme would support me through to qualification and beyond, I don't think I would have gone into the sector otherwise".*

**Final Year Front Liner**

# The NowCare proposal

## Training

Students will participate in a “short sharp and tough” residential training programme of 6- 8 weeks over the summer. The graduates will have already applied to specific vacancies within the participating care homes and will start their role after the training programme. They will work within the sector on an accelerated programme, mentored through their progressive stages to reach the required standard for a Registered Manager role within two years. They will apply to the role (which will be a normal and open competitive process) once they have attained at least a level 5 qualification and approval from CQC.



We propose a programme where the graduate, or early career switcher is trained in the care sector, from the ground up, in a supported and mentored programme to ensure that all aspects of care are experienced. They will be based within a cohort of providers but will have the opportunity to experience other settings such as in other care homes, day care, respite care, care at home and the NHS. This should also span different types of provider – private, local government, charity – to encourage greater integration across the sector.

Participants will complete an industry-recognised qualification that will equip them to perform the Registered Manager role within two years. In each placement, the participants will be in “cohorts” within areas and across groups of designated provider cohorts. This will give both large and small provider experience to participants but also ensure that all providers have the opportunity to participate.



Each intake will focus on concentrated location zones to ensure that the critical mass is sufficient to enable systemic change.

We recognise the need for a simple and universal programme that can be supported by all providers of social care, however big or small, and whether residential, day centres or care at home.

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## The Role

The most important element of this scheme is the initial role that the graduates will fill at the end of their two years with the NowCare programme. Within the care home structure, the role most identified as being an appropriate place to start is the Registered Manager post. There are 22,500 Registered Managers in England and a large percentage of those are likely to be vacant in the next few years (12.5% already are and there is a 25% turnover per year –with many leavers not staying in social care. These roles are generally filled by good frontline carers, but they are not necessarily good leaders and often are lacking any form of training for the role. This role is vital to the running of care homes and the skills required are varied; in many ways, it is like running a small business. 76% of Registered managers have been in the sector for more than 10 years yet 25.4% left their roles in 2019/20 although 33% of registered managers have been in their role more than 10 years<sup>6</sup>.

### The Setting

- Care Homes, Extra Care/ Later Living, Home Care
- **Pilot Stage – Care Homes in a geographic cluster**

### The Role

- Registered Manager, Home Care Manager, Ancillary roles (marketing, operations, HR, finance)
- **Pilot Stage – Registered Manager**

### The Leaders

- New graduates, early career switchers, later career switchers, care workers
- **Pilot Stage – New graduates and young professionals**

### The Location

- All areas of the UK
- **Pilot Stage – London and the South East**

Throughout our interviews, it became clear that to help enhance the attractiveness of the sector will require a recognised career pathway and qualifications that are universally accepted. We are working with Professor Martin Green at Care England, Nadra Ahmed of The National Care Association and Skills for Care to create this pathway as we believe it is vital to achieving our mission of improving the reputation of the care workforce. Working with Skills for Care and CQC, we will start by agreeing an accepted common pathway to achieving a Registered Manager role within 2 years

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<sup>6</sup> Skills for Care 2019/20

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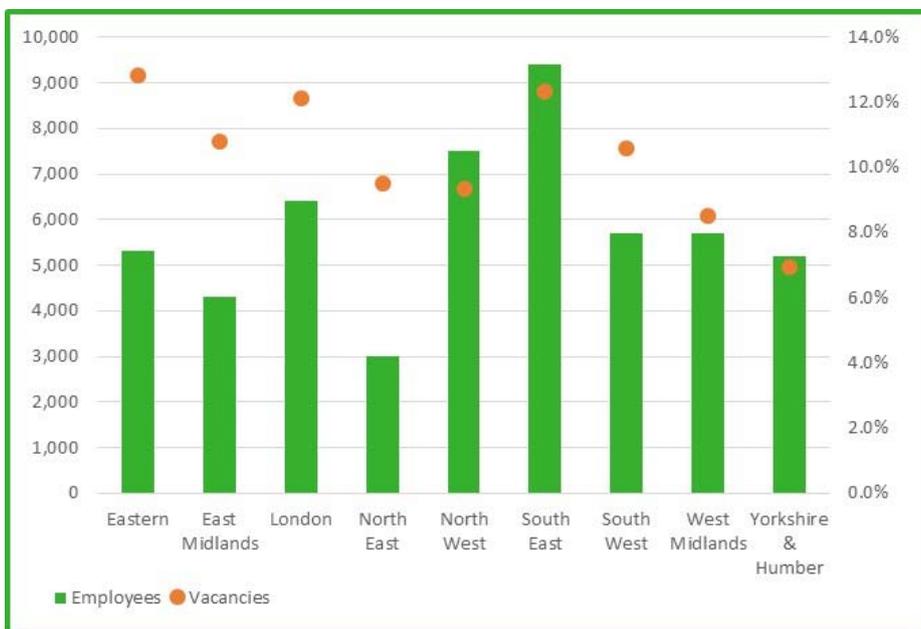
*“On the career pathway work we are still advising the DHSC on their policy position around the development of both a career framework and a Knowledge and Skills Framework for the sector tied to wider social care sector reform. Until this work is approved by ministers, we do not have a definitive position on career pathway structures and recommendations of qualification.”*

**Head of WI, L&D, Workforce Inclusion, Leadership & Development, Skills for Care**

Those with empathy, training, an ethos of working hard and of innovation will be selected to work with mentors from within and external to the sector to create a new type of workforce who will inject a new zest for a sector that provides one of the most purposeful and satisfying professions imaginable.

**Table 4 - Employees and Vacancy Rates by Region**

Source: Skills for Care's weighted workforce estimates, 2019/20



In consideration of the area to start the pilot, we have identified the South East and London as areas that have a) high volume of RM roles and b) high vacancy rates. These are also areas that may be attractive to graduates.

Table 5 below shows the expected salary for RMs, which is greater than for any other of the Transform Society alliance member roles at the point of qualifying.

**Table 5 – Full time equivalent annual pay by region**

Source: Skills for Care's weighted workforce estimates, 2019/20

	Jobs - LA	Pay - Local Authority	Jobs Independent	Pay Independent
Eastern	75	£38,600	2,500	£30,500
East Midlands	75	£39,400	2,200	£29,600
London	<b>50</b>	<b>£44,400</b>	<b>2,700</b>	<b>£31,800</b>
North East	50	£36,200	950	£30,300
North West	125	£40,100	2,600	£30,800
South East	<b>125</b>	<b>£43,000</b>	<b>4,000</b>	<b>£32,100</b>
South West	50	£37,400	2,600	£30,700
West Midlands	50	£47,000	2,500	£29,700
Yorkshire and the Humber	125	£37,700	2,000	£30,100
<b>TOTAL/ AVERAGE</b>	<b>725</b>	<b>£40,422</b>	<b>22,050</b>	<b>£30,622</b>

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## Testing the proposition

### *Demand for the Now Care scheme*

The support and enthusiasm generated from the meetings held and strong support during interviews indicated clear demand for the proposed scheme. The sector recognises universally that something has to change and work from think tanks, such as The King's Fund, strongly supports the case for enhanced leadership training in the sector.

The sector needs to work together to be valued. The reputation of the care worker is vital to encouraging the best talent and also to ensure that the sector is valued by society. While successive governments fail to address social care reform, the sector must take the matter into its own hands and up the ante.

Stronger leaders, and innovators, who are empowered to lead and to make vital changes will embrace the opportunity for technology and data-led care, meaning that new efficiencies will enable the carers more time for care.

As evidenced by other Transform Society alliance member schemes, selecting, training and injecting a new type of leader into a sector that greatly needs culture change can lead to tremendous results.

The success of NowCare will depend heavily on the commitment of the first wave of pioneer care providers who commit to receiving and paying for NowCare participants. A number of care providers have given in-principle commitments to take NowCare participants. On the basis of these commitments, we are confident of achieving a MVP (Minimum Viable Programme) for the pilot phase. Based on our experience of Teach First, and the other Transform Society alliance member programmes, the first cohorts of NowCare will demonstrate their worth to care providers that will encourage more participation in subsequent years.

**“The future is skills. It is time for us to rethink, reimagine and rebuild the labour market upon them.”**

- The strongest need for skills is seen across the health and social care sector
- Jobs postings for health and social care roles in the UK increased 22% from April 2020 to 2021
- 246% increase in “Caregivers” roles
- 194% increase in “Registered Nurses Home Care Supervisor” roles

**City & Guilds Skills index Report 2021**

### *Supply*

The demand to enter the social care sector is low. It is too often regarded as a graduate career of last resort and is likely to not be supported by parents of graduates, or even considered by most career switchers. Indeed, few graduates embark on a social care ‘career’ as an active choice. We believe that to attract people who would not otherwise have considered the sector, we must co-produce the scheme with potential candidates, alongside also promoting the benefits of working in social care by helping change its reputation, we promote the value of the social care worker. This is why the track record and success of Teach First and other Transform Society alliance member programmes is so vital.

Research is clear that potential candidates are looking to work for organisations that provide them with the opportunity to ‘have it all’; this includes good career opportunities, work/life balance, interesting work, respectable financial reward and the opportunity to work in an ethical organisation.

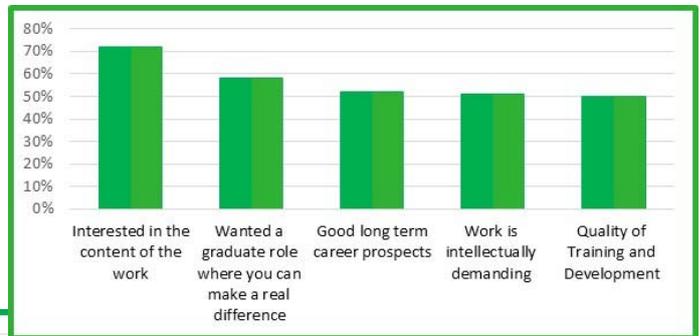
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Students are increasingly placing a high value on roles that have a social purpose, as well as development opportunities and work content. We know that students from different backgrounds, ethnicities and genders think differently about their career options and what they want out of the recruitment process. We also recognise that many people who work in care, particularly at a young age, have personal experience and should be given the opportunity to thrive in a career where they have a passion and can immediately add value as a result of the experiences they bring with them.

Parents will be an important factor in the success of any programme. The parents of today’s graduates are financing their children’s studies more than ever before in most parts of the UK. More students are studying locally and living at home and returning to their region of origin for their first jobs, due to larger debts and the necessary support of “the bank of mum and dad”. With more financial support comes more interest and influence over the decisions their children make. The parents of today’s graduates would not have known of the opportunities in social care; then or now and so must be engaged with to ensure they understand the art of the possible. Again, the track-record and success of Teach First and Police Now will both inform and be a key part of the pitch to parents.

**Table 6 – Elements of first employment job that job hunters thought were “very important”**

Source: face-to-face interviews of 19,863 final year students



**Table 7 – Students’ reasons for applying for graduate jobs in the public sector.**

Source: The UK Graduate careers survey 2020



Both tables above support the qualities of the NowCare programme as being attractive to new graduates. In the next stage of the programme development we will understand what will make our programme attractive to applicants.

NowCare will also provide the opportunity for those already working in care to progress and be trained to managerial levels, recognising that often the issue is the lack of training and not the people themselves.

*“Social Care as a sector is not promoting the opportunities they have or collaborating to the same extent that other sectors are. Early talent schemes do not exist in the same format they do in other sectors and there is little to no promotion at university/ graduate level. This is a dangerous position to be in given the growth of demand in the coming decades and increasing competition for less young people due to declining birth rates. The NowCare scheme offers the sector credibility to be perceived as a potential for graduate talent and will help parents, as key influencers in seeing the fantastic opportunities of a career in the care sector.”*

***Amanda Marques, CEO Cohesion Recruitment, Social Care recruitment specialists***

# The NowCare proposal

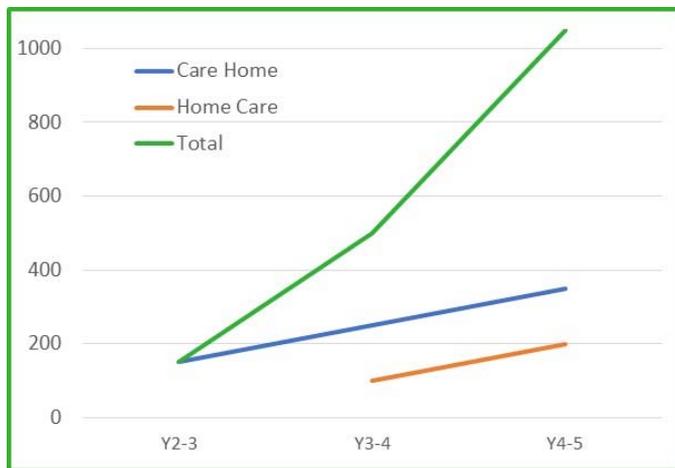
## Budget and Funding

We are garnering the financial support of care providers and their foundations, demonstrating that the sector itself recognises the need for change and that it is willing to contribute its fair share to the NowCare overheads as well as to paying the salaries of the NowCare participants. We are also exploring the possibility of funding elements of the scheme using the Apprenticeship Levy of large companies. Working with Skills for Care, we will explore degree and qualifying Masters level apprenticeship programmes.

From our experience of the Transform Society Alliance member's costs, we anticipate an initial cost per recruit of £30,000. As the volume of participants increases we anticipate that economies of scale will reduce the cost per participant to £25,000 within three years. We believe that if this scheme is to succeed it must be supported financially by national Government. We propose that government will contribute at least two

**Chart 4 – Numbers of participants expected**

Source: NowCare estimates based on other similar



thirds of the cost, meaning that other funding will contribute £10,000 per recruit in the first year, reducing as efficiencies kick in. For the “participant” fee of £10,000 per person, the sector will receive a trained, mentored and supported person who is likely to stay in the RM role, or even move into higher roles. The £10,000 fee will be subsidised for smaller providers by foundation donations. We anticipate that this long-overdue contribution by government for this scheme will provide an attractive springboard for the sector to shake up their recruitment and improve retention by creating a new type of leader. By supporting these leaders, the “trickle down” effect should be greater retention in the sector as a whole.

**Initially NowCare will recruit 150 graduates into care homes in London and the South-East, by the 3<sup>rd</sup> cohort, we aim to have recruited over 1,000 participants (graduates, career switchers and qualifying applicants from the sector) into Care Home and Home Care roles across the UK.**

The set-up fee for Sep-Dec 2020 is to create a business plan, to run workshops, secure demand and create an implementation plan. NowCare will also require pro-bono assistance from a reputable accountancy firm to take a credible business plan to government to secure funding later in 2021. For implementation of set up and to guarantee the first three cohorts we require five years of funding as shown below.

**Table 8 – Cost and numbers of participants expected for the NowCare programme.**

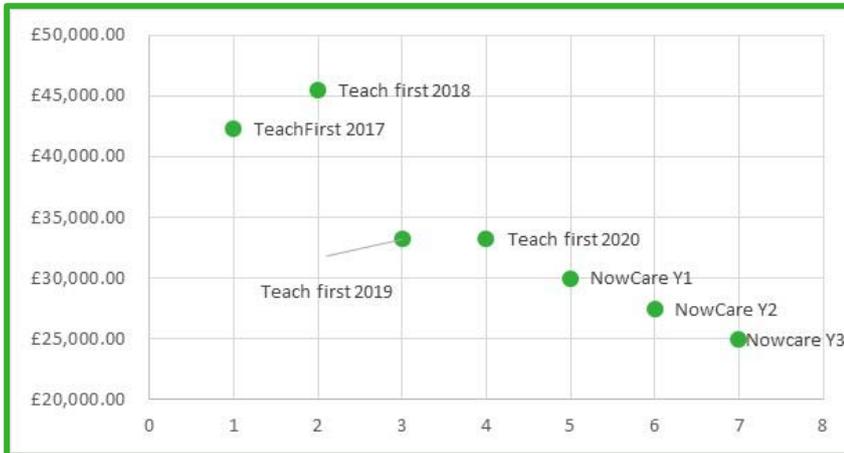
NowCare Recruits	Y1 Set up	Y2-3 1st Cohort	Y3-4 2nd Cohort	Y4-5 3rd Cohort
Care Home		150	250	350
Home Care	0	0	100	200
Total	0	150	350	550
Cumulative Total	0	150	500	1050
Cost per recruit	£0	£30,000	£27,500	£25,000
Cost per year		£4,500,000	£9,625,000	£13,750,000
Cumulative Cost	£100,000	£4,600,000	£14,225,000	£27,975,000

# The NowCare proposal

Implementation plan / costings will include:

- Recruitment, Central office administration, leadership team
- Programme delivery
- Mentors
- Alumni and post qualification support

**Chart 5 – Cost per participants for the NowCare Programme**



The total estimated cost of £30,000 per participant, reducing to £25,000 over the first three years, is comparable with the cost of other Transform Society alliance member schemes, such as Teach First. We anticipate government to cover £20,000 per participant. The industry fee of £10,000 per participant will be partly mitigated by the scheme providing an alternative recruitment programme.

The cost per participant will cover all head office, recruitment, events, training, programme management, mentoring and qualifications. Each participant will be highly trained in business and leadership skills as well as the standard skills required for a RM through the level 5 qualification. The cost for the first year is approximately £20,000 and £10,000 for the second year; this is due to the intensity of training, qualifying, and mentoring in the first year. The expected benefit to the organisation will be improved retention throughout the sector thus reducing the cost of recruitment at every level.

We also expect to meet some of the initial £10,000 per participant fee from foundations and other CSR donations. Funding sources being considered are:

- Care Providers and Care Providers' Foundations
- Grants and charitable funding
- Other corporates or funds from CSR funding
- Apprenticeship levy funding
- Government grant
- Pro-bono professional support and help-in-kind (eg PR, accounting and legal expertise; premises for the central team etc)

We consider it vital that NowCare is funded from a mix of funding sources. It is essential that care operators themselves, who will benefit from the new wave of future leaders, have 'skin in the game' both in the set-up costs and in ongoing costs. Importantly, such investment is not just because it will be care operators who will directly benefit from the recruitment of new cohorts of staff but because this will ensure that the scheme is driven by the needs and demands of the sector. We also consider that grant-making foundations, increasingly recognising the social value that the care sector plays in our communities, will value the opportunity to contribute to this strategic investment in the sector.

We recognise that NowCare will not realise its potential without Government support, both in the set-up phase and on an ongoing basis. We are clear that this support will directly support the Government's shorter-term imperatives to improve social care recruitment and retention but its longer-term reform ambitions. It is, we believe, only right that the Government at the very least matches the funding provided by other funders.

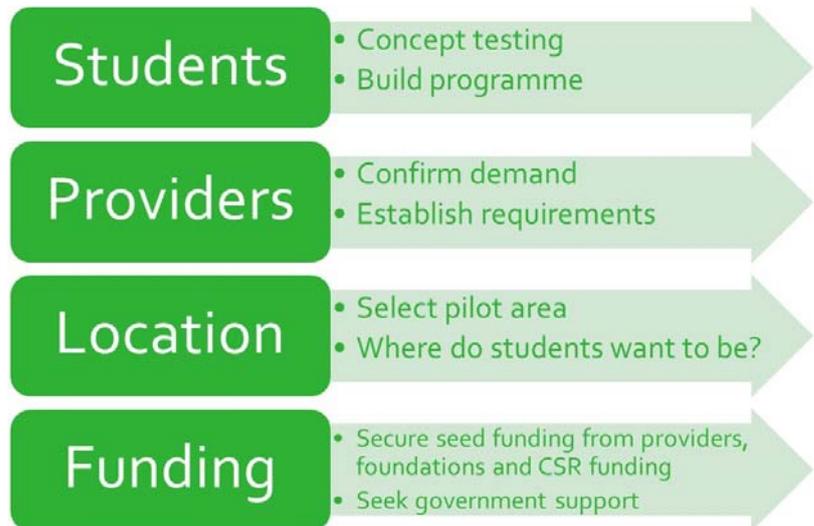
# The NowCare proposal

## Next Steps/ Recommendations

The next stage of this proposal will require:



The aim of this feasibility study was to engage and engender support from the Care sector for the creation of the NowCare scheme. We are confident that we have the backing of the sector and that the NowCare scheme can proceed. Seed funding from the sector will take us through the next three months in which time we will engage government and secure further funding.



*Adult Social Care settings are by their nature nurturing, caring places with a shared goal and common purpose to enhance others' lives. What better environment to provide the opportunity for NowCare graduates to receive collegiate, mentoring support to ensure they flourish?*

**Neil Eastwood, CEO & Founder, Care Friends**

# The NowCare proposal

## Team



Dame Julia Cleverdon DCVO CBE  
– Chair of Teach First, 2006-2013.  
Chair of Transform Society.



Jonathan Freeman MBE  
CEO CareTech Foundation



Professor David Grayson CBE Emeritus  
Professor of Corporate Responsibility,  
former Chair, Carers UK, Chair-elect at  
Leonard Cheshire.



James Darley – CEO, Transform  
Society. Teach First 2004-2018 taking  
the brand to be #2 in the Times Top  
100 Graduate Employers.



Liz Casely – Project Manager NowCare,  
Ageing and Care innovation lead  
University of Edinburgh.

*Social Carers are critically important for ensuring that people can live as well as possible in later life. They do an amazing job despite working in an undervalued and underpaid sector but recruiting and retaining the best staff means we need to offer more opportunities for high-quality training and career progression. The proposed NowCare leadership scheme offers a way to achieve the much needed shift towards valuing care staff.*

**Bruce Guthrie, Professor of General Practice and Director of The Advanced Care Research Centre, University of Edinburgh.**

# The NowCare proposal

## Acknowledgements

This proposal for the NowCare has been funded by the CareTech Foundation and prepared by Transform Society and the University of Edinburgh.

NowCare will recruit, retain, and mentor new leaders in social care; We thank all those named below for your time, contributions, and support. This scheme has the backing of a wide range of individuals and organisations in the social care sector who support this scheme in recognition of the requirement to act together to make the future of social care work a better place to be for clients, their families and for carers.

### *Individuals and organisations consulted.*

Charities/ Foundations	Care Providers	Care Providers	Think Tanks/ Academia/ Other
Prof Martin Green OBE CEO, Care England	Nasir Quraishi Group HR Director, CareTech plc	Kate Silver Star and Garter	Suzie Bailey Director, The King's Fund
Vic Rayner, Executive Director, National Care Forum	Hugh Fenn MD at Leonard Cheshire	Darren Stapelberg, CEO Grosvenor health & social care	Patrick Thomson, Centre for Ageing Better
Nadra Ahmed OBE, Chair National Care Association	Jane Ashcroft CBE Chief Executive, Anchor Hanover	Alastair Clegg, CEO St Andrew's Healthcare	Amanda Marques, CEO Cohesion Recruitment
Oonagh Smyth, Rob Newby Skills for Care	Joan Elliott GM at BUPA Care Homes	James Townsend, CEO Mobilise	Professor Linda Mackie, Kings College London
Jonathan Freeman, MBE CEO, Caretech Foundation	Avnish Goyal Chair, Hallmark Care Homes	Mark Adams, CEO Community Integrated Care	Neil Eastwood CEO, Care Friends
Debbie Sorkin, CEO The Leadership Academy	George Fielding CEO, Amethyst Care	Alex Fox, CEO Shared Lives	Tina Tietjen Ex-chair of the Royal Voluntary Service
Janet Dawson , CEO NHS Trust Staffordshire	Jasmeet Rai RCH Care Homes	Palvi Dodhia, CEO Serene Care	Tina Woods, CEO Longevity International
Jane Brightman Institute for Health and Social care			Prof. Bruce Guthrie, Director Advanced Care Research Centre, University of Edinburgh

We are in the process of approaching more care homes through connections via Martin Green, Care England and Nadra Ahmed, The National Care Association. Care at Home providers will also be asked to contribute and work with the NowCare team to build the domiciliary care pilot which will follow on from the initial care home pilot.

**"I really appreciate all you've done on this; Dame Julia has started something that I think could have a great impact in the care sector."**

**Martin Green, CEO Care England**