



# FOREST OF DEAN ENGAGEMENT CAMPAIGN

Evaluation Report: April 2023

## Abstract

Evaluation Report for the Forest of Dean Engagement Campaign run by Proud to Care  
September 2022-February 2023

This was a targeted care recruitment promotion campaign, piloting a locality-based approach  
in the Forest of Dean

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- Care Providers and Gloucestershire Care Providers Association for collaborating with us to shape the campaign, attending group meetings, and providing feedback via survey and individual meetings.
- Care and Support workers and the people they support for participating in the video and speaking so passionately about their work.
- Colleagues from Gloucestershire County Council including the Communication, Disabilities Commissioning and Integrated Brokage teams who offered invaluable information about the sector and produced promotional materials.
- The Proud to Care team who have worked tirelessly to deliver this campaign with enthusiasm, kindness, and creativity.
- Colleagues from the NHS Gloucestershire Engagement & Inclusion team who helped us to facilitate meetings with providers, created our provider survey and enabled the team to utilise the NHS Information Bus for events.
- Department for Work and Pensions (DWP) at Coleford Jobcentre Plus, who hosted us at job events across the Forest.
- Glos Jobs for working collaboratively with us to create a new jobs board and providing a prompt and highly efficient service for the team and providers.
- Skills for Care for supporting the pilot and development of the Recruitment and Retention Network.

## Foreword: Jenny Cooper, Head of Integrated Commissioning for Older People

*“Thank you to all providers, team and people who have supported this pilot. This is the first time I am aware of a locality-targeted recruitment campaign, and you are the innovators pushing the agenda forward. I want to assure you that your feedback will be listened to, and we will explore ways to support you. We look forward to continuing to work with you and support you through your Recruitment and Retention Network.”*

## Executive Summary

### Introduction

Proud to Care Gloucestershire are an NHS/Gloucestershire County Council funded team who support independent care providers in Gloucestershire with recruitment and retention. Following the successful bid for grant funding from The Association of Directors of Adult Social Services (ADASS) in the South West, the team identified the Forest of Dean as a priority area for care sector recruitment.

In collaboration with a group of care providers based in the Forest, the team launched the Forest of Dean Engagement Campaign which ran from October 2022 to February 2023, with the aim of promoting the care sector in the Forest. This was the first pilot locality- based campaign run by the team and the experience and knowledge gained will inform future projects. This evaluation report analyses the outcomes of the campaign using quantitative and qualitative data gathered from the campaign and sets out findings and recommendations to improve the Proud to Care offer.

## Overview

### Budget:

- The ADASS grant funding is for £17,503.72, with payment made on receipt of evaluation report.
- The creation of the video and 30 second TV advertisement accounted for over half of the budget, with costs for the TV advertisement requiring additional editing time.
- A quarter of the budget was spent on merchandise, promotion & tablets (to support improved candidate connections to providers and job vacancies).
- Spend on attending or hosting events was lower than anticipated with no/minimal additional costs to the team to attend and promote local events.

### Workforce Data:

- Domiciliary Care: care worker employment in the Forest of Dean increased by 13% during the campaign period.
- Bedded Care: care worker employment remained stagnant during the campaign and agency workers employed increased by 30%. This suggests that increased demand for bedded care has been met by agency-workers, rather than recruitment of care-workers.
- This data suggests that during the period of the campaign, there was an increase in successful recruitment of care-workers into domiciliary care in the Forest.

### Campaign Structure:

At the initial project meeting with providers, it was agreed that the campaign would be split up into 5 distinct workstreams. The below workstreams and desired outcomes were agreed with providers during the project planning stage in August 2022:

## Outcomes

### Workstream 1 Promotion:

- Coordinated / targeted promotional campaign supporting this initiative outcomes [e.g. video / jobs board / events schedule]: **Achieved**
- Raising the profile of roles available within the care sector: **Achieved**

### Workstream 2: Care Video

- 2-3mins inclusive and collaborative video that highlights the care providers / services they provide and the roles available in the local community: **Achieved**
- Short video Clips: **Achieved**
- Photograph stills from filmed content: **Achieved**
- Full transcript of all filming content: **Not achieved due to cost**
- Library of footage: **Not achieved due to cost**

### Workstream 3: Events

- To attend locally promoted events where the care sector is actively represented: **Achieved**

### Workstream 4: Jobs Board

- Potential workforce can find local care roles easily: **Achieved**
- Applications come direct to care recruiters: **Achieved**
- Increased promotion of local jobs: **Achieved**

### Workstream 5: Care Recruiter

- Access / prompt response from Proud to Care Team: **Achieved**
- Monthly virtual / face to face meetings with locality- based care provider to share ideas / best practice etc: **Achieved**

## Conclusions

- Domiciliary care workforce figures have improved during the Forest campaign.
- A locality-based approach has proved successful in identifying key care providers and raising the profile of local care roles within a local context.
- Care provider collaboration is beneficial but requires support from the team to facilitate.
- Some providers need to be encouraged to take a more active role in the campaign.
- Promotion of care through filming real life care-workers was popular with providers and resulted in higher views and engagement, both online and in person.
- Promotion campaigns and events create long term benefits rather than quick wins.
- The new locality jobs board with Glos Jobs has seen increased traffic and advert views but requires additional development to understand actual recruitment figures.
- Recruitment remains challenging, with issues around a lack of suitable candidates and local barriers to employment e.g. transport.

## Recommendations

1. Proud to Care should continue to take a locality-based approach when planning recruitment and retention campaigns.
2. Proud to Care to facilitate a Recruitment and Retention network to harness care recruiter/ retention lead collaboration and share best practice and experiences.
3. Proud to Care to focus on raising awareness of different care roles and educating the public about care.
4. Future Proud to Care campaigns should include a video, tv ad and paid-for social media adverts. Videos to be under 2 and a half minutes to keep viewers engaged until the end.
5. Providers should be encouraged and given the opportunity to take a more active role in future campaigns, and accountability for achieving agreed outcomes.

## Next steps

- Proud to Care will plan and deliver a recruitment campaign in Gloucester, based on the workstream led approach piloted in the Forest.
- Proud to Care will engage a group of Gloucester providers to deliver the campaign collaboratively.
- Proud to Care will establish a provider lead Recruitment and Retention network for all Gloucestershire providers.

Proud to Care Gloucestershire

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# 1. Introduction

## 1.1 Background and context

The Care Sector in Gloucestershire is facing a significant recruitment and retention crisis across the county. As of 2021/22, the county faced a 9.4% vacancy rate (1,700 vacancies) and a 33.4% turnover rate (5,600 leavers)<sup>1</sup>. The key recruitment challenges in Gloucestershire are:

- Shortage of job seekers wanting to work in the sector.
- Challenging work conditions and low pay making it difficult to compete with other sectors.
- Job seekers not having suitable transport or relying on poor public transport provision.
- Natural turnover increased by the pandemic, with staff leaving or retiring following the challenges of the past two years and vaccination legislation.

The Forest of Dean was identified by the Gloucestershire County Council Brokerage team, alongside feedback from Forest of Dean Care Providers, as particularly challenging area to recruit in for the following reasons:

- Demand for care services exceeds care provider capacity, with areas such as St Briavels, Lydbrook and Cinderford experiencing amongst the longest waits for home care packages in the county.
- Rural geography and poor public transport provision make it difficult for care workforce to reach care settings or people requiring care support.
- Care providers have closed or gone out of business which has put additional strain on the sector<sup>2</sup>.

The Proud to Care team support independent care providers with their recruitment and retention activities. Following the successful award of an ADASS grant, the team have piloted a locality engagement campaign in the Forest of Dean. The objective was for the team to connect with care recruiters and quality job seekers through proactive engagement and collaboration to support a sustainable value-based care sector in Gloucestershire.

In doing this we looked to:

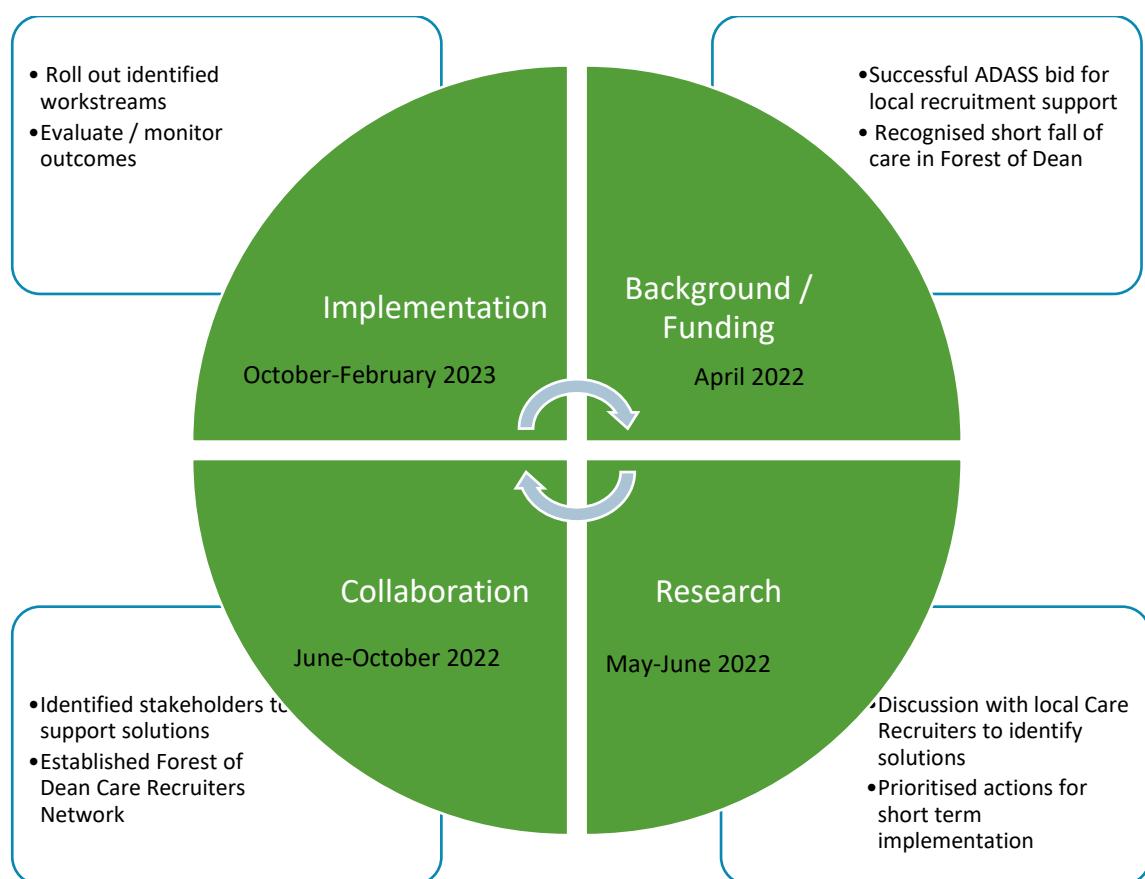
- Understand care provider recruiters' challenges
- Facilitate recruitment partnerships & solutions
- Identify and work with quality job seekers to connect them proactively & efficiently with Care Providers
- Promote the Care Sector as having rewarding and flexible roles that provide high job satisfaction
- Identify a successful engagement model with both Care Providers & quality job seekers

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<sup>1</sup> [My ICS area \(skillsforcare.org.uk\)](https://www.skillsforcare.org.uk)

<sup>2</sup> Workforce Data from the Gloucestershire County Council Brokerage team

## 1.2 Campaign approach



## 1.3 Agreed workstreams and outcomes

Workstream 1	Recruitment Challenge	Workstream Activity	Expected Outcomes	Tracking Metrics
Initiative Promotion Workstream	Promote the local care sector Signpost job seekers to a care sector dedicated local jobs board / events	Care recruiters to provide local knowledge on what / where to distribute promotional material Proud To Care coordinate copy / promotional material with support of GCC Comms Team	Coordinated / targeted promotional campaign supporting this initiative outcomes [e.g. video / jobs board / events schedule] & raises the profile of roles available within the care sector	No. of different promotional materials created Distribution areas & reach

Workstream 2	Recruitment Challenge	Workstream Activity	Expected Outcomes	Tracking Metrics
Local Care Video Workstream	<p>Job seekers having preconceived thoughts of what the role entails [e.g. "wiping bottoms"]</p> <p>Job seekers not aware how rewarding the role is / within their community</p> <p>Promote the care sector</p>	<p>Care recruiters to participate in an inclusive video</p> <p>Proud To Care to coordinate the making of the video &amp; launch with GCC Comms team</p>	<p>1] 2-3mins inclusive &amp; collaborative video that highlights the care providers / services they provide &amp; the roles available in the local community</p> <p>2] Short Clips</p> <p>3] "Stills"</p> <p>4] Full transcript</p> <p>5] Library of footage</p>	<p>No. of views of videos / reels [social media stats inc. likes / comments]</p> <p>No. of visits to Proud To Care website</p> <p>No. of views of jobs</p>

Workstream 3	Recruitment Challenge	Workstream Activity	Expected Outcomes	Tracking Metrics
Job Seeker Engagement Activity	<p>Job seekers having preconceived thoughts of what the role entails [e.g. "wiping bottoms"]</p> <p>Job seekers not aware how the organisations are within their own community</p> <p>Job seekers not aware how rewarding the role is</p>	<p><i>[Revised 22.08.2022]</i></p> <p>PTC /Providers to identify &amp; create local job seeker opportunities e.g. Jobs Fairs / local SWAPs / community groups &amp; promote these across PTC channels [part of the Comms Strategy]</p>	<p><i>[Revised 22.08.2022]</i></p> <p>Number of locally promoted events where the care sector is actively represented</p>	<p><i>[Revised 22.08.2022]</i></p> <p>No. of events promoted</p> <p>No. job seekers identified through these events</p> <p>Promotional reach [social media stats]</p>

Workstream 4	Recruitment Challenge	Workstream Activity	Expected Outcomes	Tracking Metrics
Locality Jobs Board Workstream	<p>Job seekers are overwhelmed with the number of jobs on large jobs boards e.g. Indeed</p> <p>Job seekers unable to easily find roles that are within their community</p> <p>Care roles are numerous &amp; get lost when listed with other sector roles</p>	<p>Care recruiters to participate with registration / upload of job vacancies</p> <p>Proud To Care to facilitate pilot of locality jobs board [Glos Jobs]</p> <p>Proud To Care to continue to attend Jobs Fairs / support DWP in promoting the locality jobs board</p>	<p>Potential workforce can find local care roles easily</p> <p>Applications come direct to care recruiters</p> <p>Increased promotion of local jobs</p>	<p>No. of local care providers registered to the new jobs board</p> <p>No. of job roles advertised</p> <p>No. of applicants per role</p> <p>No. jobs fairs attended</p>

Workstream 5	Recruitment Challenge	Workstream Activity	Expected Outcomes	Tracking Metrics
Care Recruiter Collaborative	<p>Care Recruiters not able to share candidate details</p> <p>Not able to share best practice / work together on local recruitment drives</p>	<p>Care recruiters to join / participate on a secure comms platform</p> <p>Proud To Care to identify &amp; facilitate the joining of care recruiters to the platform</p>	<p>Access / prompt response from Proud To Care Team</p> <p>Monthly virtual / face to face meetings with locality-based care provider to share ideas / best practice etc.</p>	<p>No. of care recruiters participating</p> <p>Amount of interaction / usage</p>

## 2. Overview of evaluation methods

### 2.1 Evaluation methodology

This evaluation will use both quantitative and qualitative evidence to assess the **impact** (if the campaign has delivered the set outcomes) and **process** (how the campaign was delivered) of this campaign and make a judgement about its success. It will incorporate multiple stakeholder perspectives and capture any evolving processes outcomes beyond those agreed initially.

### 2.2 Survey

An online survey hosted by NHS Gloucestershire was created and sent out to all care providers who took part in the campaign on the 12<sup>th</sup> of December 2022. It ran for 3 weeks and received 12 responses. It used a mixture of multiple choice, open text and yes/no questions and was designed to be completed in under 10 minutes to improve engagement. See *Appendix A* for full details.

### 2.3 Data collection

Data has been captured and analysed from the following areas:

- Budget
- Forest Workforce Data
- Social Media (Proud to Care and Gloucestershire County Council)
- Glos Jobs Board
- Adsmart Report
- Events Tracker

### 2.4 Meeting minutes

Information and feedback captured in the minutes of each campaign meeting held with providers has been used to inform this evaluation.

### 2.5 1:1 Meetings

Meetings were held on a 1:1 basis on MS Teams with key care providers to obtain feedback on the campaign. These were recorded by transcription, anonymised, and then analysed. Each provider was asked the same set of questions and informed that their answers would be included as evidence in the evaluation.

## 3. Key findings from the quantitative data

### 3.1 Workforce Data

- Forest of Dean workforce data gathered by the Brokerage Team sets out the number of care workers and agency workers employed by bedded care settings, and care workers employed by domiciliary care settings.
- These figures are taken from September, before the Forest campaign launched in October, and in February, after the conclusion of the campaign. The percentage change has been recorded.

FIGURE 1:BEDDED CARE SETTINGS WORKFORCE DATA CHANGE

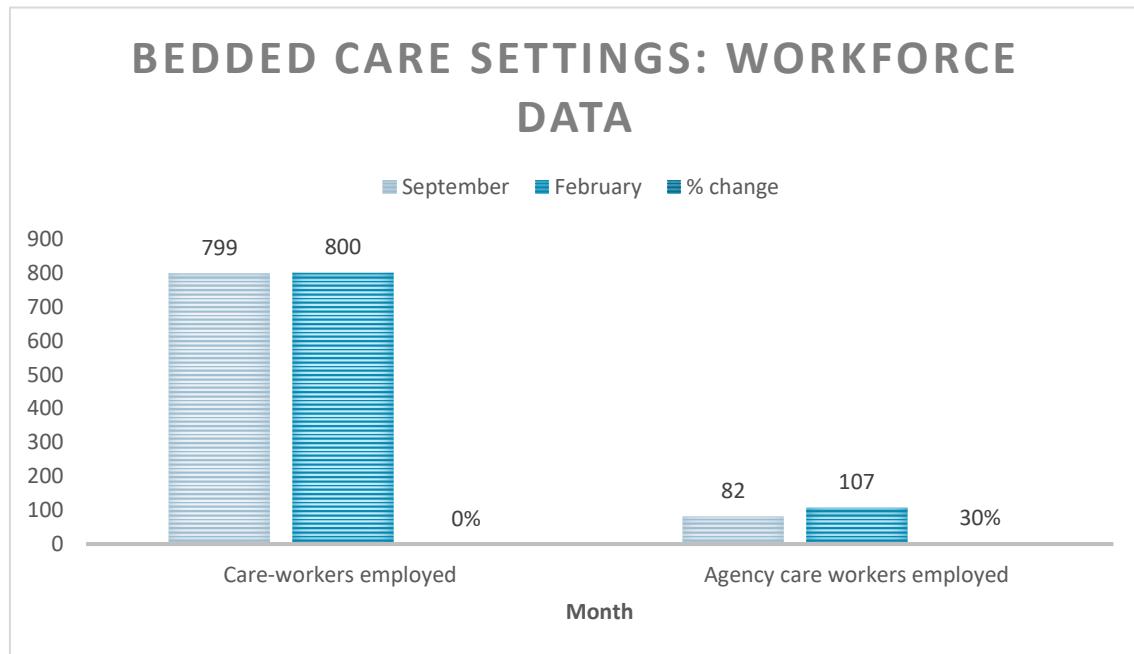
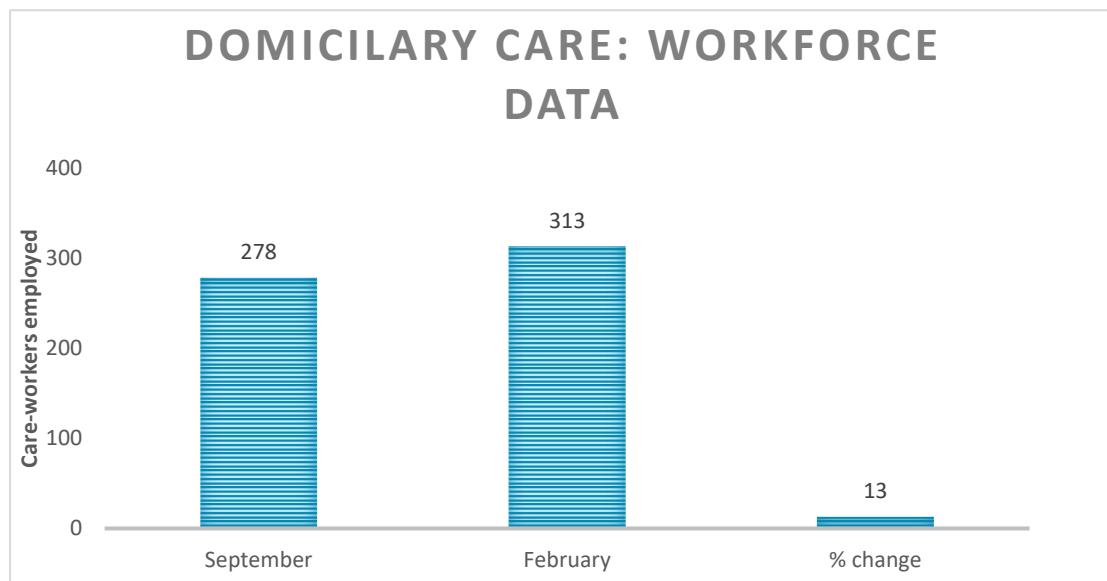


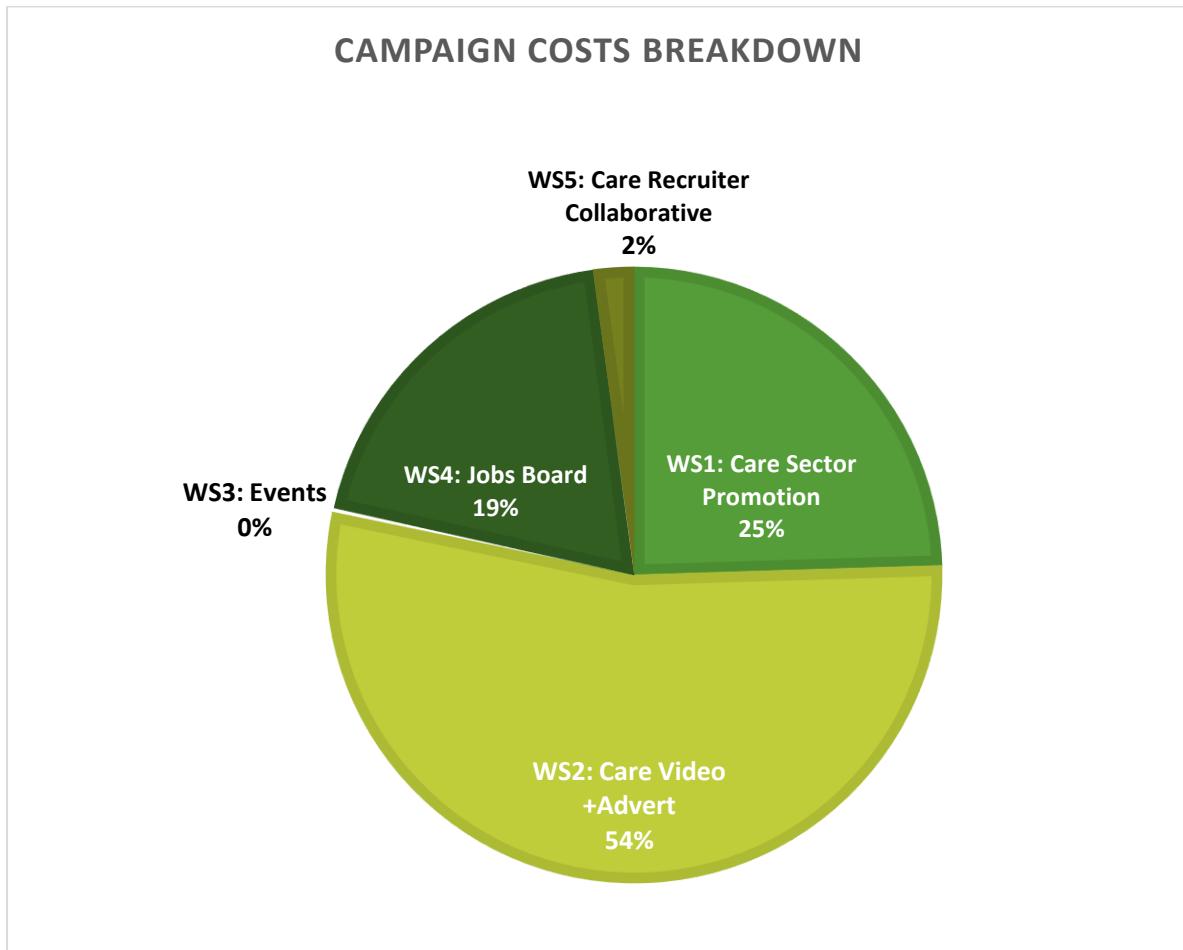
FIGURE 2: DOMICILIARY WORKFORCE DATA CHANGE



- Bedded Care settings (Figure 1) have shown a significant increase in the use of agency care workers, with no change in the number of care workers employed. This indicates increased demand for care and reduced capacity from the existing workforce to meet this demand.
- Domiciliary care settings (Figure 2) have increased the number of care workers employed by 13% during the campaign period, indicating increased capacity to meet care demands.

### 3.2 Budget

TABLE 1: BREAKDOWN OF COSTS BY WORKSTREAM



- The creation of the video and 30 second tv ad accounted for over half of the budget, with costs for the TV Ad including additional editing time.
- A quarter of the budget was spent on merchandise, promotion & tablets (to support improved candidate connections to providers and job vacancies).
- Spend on attending or hosting events was lower than anticipated with no/minimal additional costs to the team to attend and promote local events.

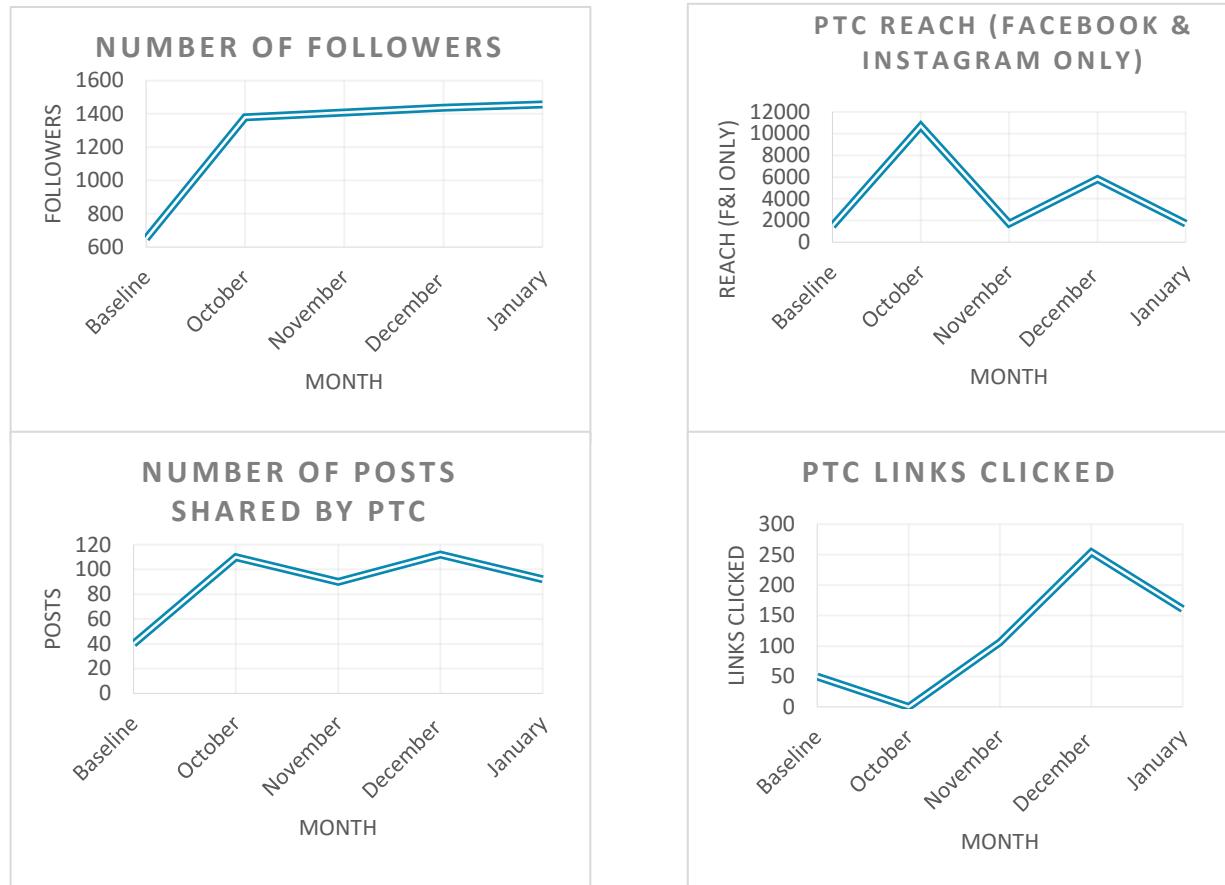
### 3.3 Workstream 1: Promotion

- Gloucestershire County Council Communications Department and Proud to Care created Forest-specific posters and leaflets
- 50 posters and 250 posters were printed and distributed by the team and all providers received digital copies.

## Social Media:

Proud to Care ran a social media campaign:

**FIGURE 3: PROUD TO CARE SOCIAL MEDIA DATA**



- All social media metrics tracked increased significantly during the campaign period
- Reach peaked in October, coinciding with paid ads featuring the care video
- Links clicked peaked in December, coinciding with the TV ad campaign.

Gloucestershire County Council Communications team ran an organic posts social media campaign from 12<sup>th</sup> October to 17<sup>th</sup> February, reaching 22.5k people in total.

**TABLE 2: GCC SOCIAL MEDIA FIGURES**

GCC organic campaign	Number of Posts	Click-through to PTC links	Reach	Impressions
12 Oct-27 Feb	125	490	22500	48000

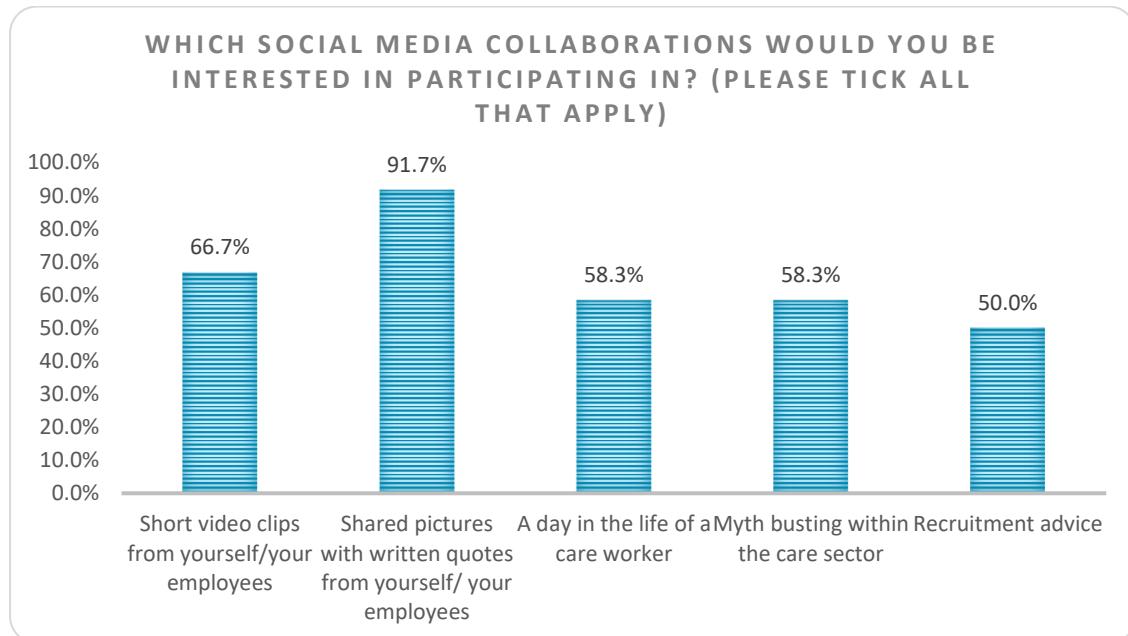
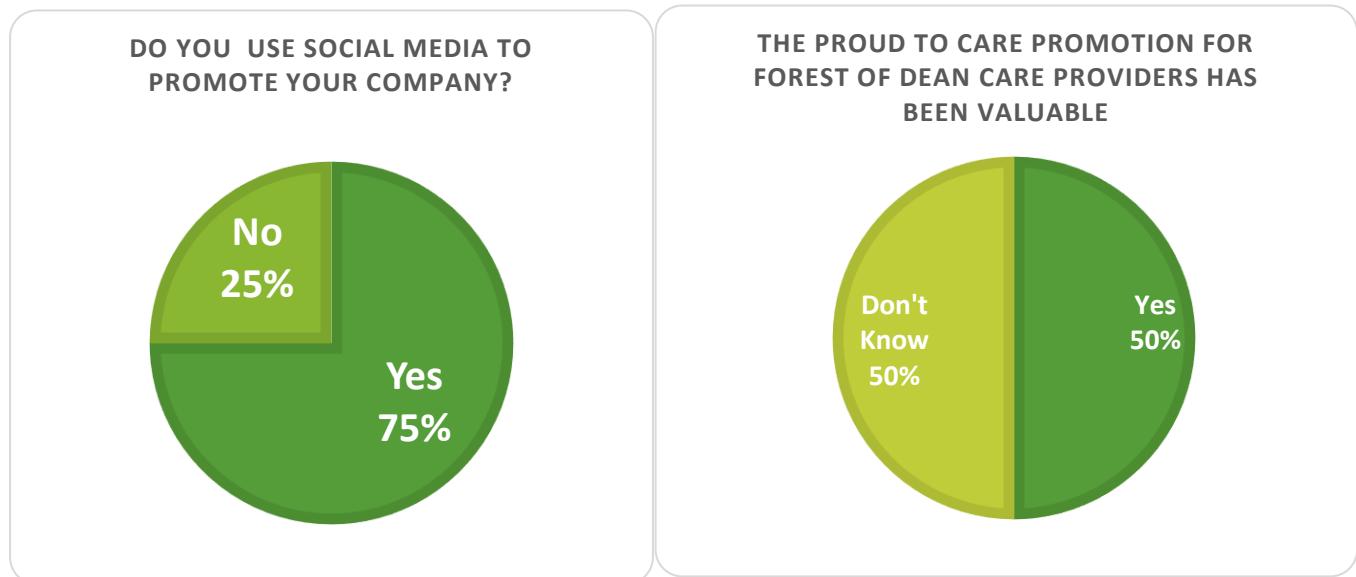
#### Newspapers:

- Proud to Care ran a full-page advertorial in The Forest Review, The Forester and the Ross Gazette in their December issues.
- Proud to Care ran a week of digital advertising on the Forest Review website.

#### Key metrics:

- 70 page views
- Average time spent on article: 3 minutes 9 seconds
- Social media post reached 419 people, engaged 14% of viewers

#### Survey Results from Providers



- 75% of providers use social media to recruit and over half showed interest in a variety of social media collaborations.
- Half of the providers were not sure of the impact of the Proud to Care social media campaign.

### 3.4 Workstream 2: Video

A 3-minute video was filmed across 4 care settings, featuring 3 care providers in the Forest. Care-workers were interviewed about their role in the care sector and asked to share what makes working in care rewarding. Please see the video [here](#).

From this video, a 30 second tv ad was created and distributed by Sky Adsmart. Multiple social media clips were made available to Proud to Care from the initial filming.

#### Social Media:

- Gloucestershire County Council (GCC) Communications Department ran two paid adverts on Facebook featuring the video. The adverts ran from October to December, and from December to January on the main GCC social media page. The figures ran as below:

TABLE 3: GCC VIDEO DATA

Paid for Ads £500 each	Reach	Impressions	No. clicks to PTC	Video plays	People watched past 3 seconds	People watched to end
October-Dec	93,000	232,000	513	231,405	48,299	1,603
Dec-Jan	105,761	282,597	448			
<b>TOTAL</b>	<b>198,761</b>	<b>514,597</b>	<b>961</b>	<b>231,405</b>	<b>48,299</b>	<b>1,603</b>

- Reach increased in December-January, coinciding with the TV ad campaign.
- The video was seen 231,405 times, with 1,603 watching all the way to the end.
- There was a drop-off in people watching past 3 seconds and those who watched to the end.

#### Adsmart:

- Proud to Care ran a 30 second television advertisement across households in the Forest of Dean through Sky Adsmart
- The campaign ran from **10<sup>th</sup> December 22 to 02 February 23** to capture the holiday period where people may spend more time watching tv.

Key statistics from the Ad report:

TABLE 4: ADSMART DATA

Impressions	Reach (no. households)	Average number of impressions per person
<b>75,432 (107.3% of target)</b>	<b>9,610 (82.8% of target)</b>	<b>7.9</b>

- The advert exceeded expectations reaching 107.3% of target impressions (times viewed).
- It reached 9,610 households in the Forest.
- It was viewed most frequently during the Christmas period.

### 3.5 Workstream 3: Events

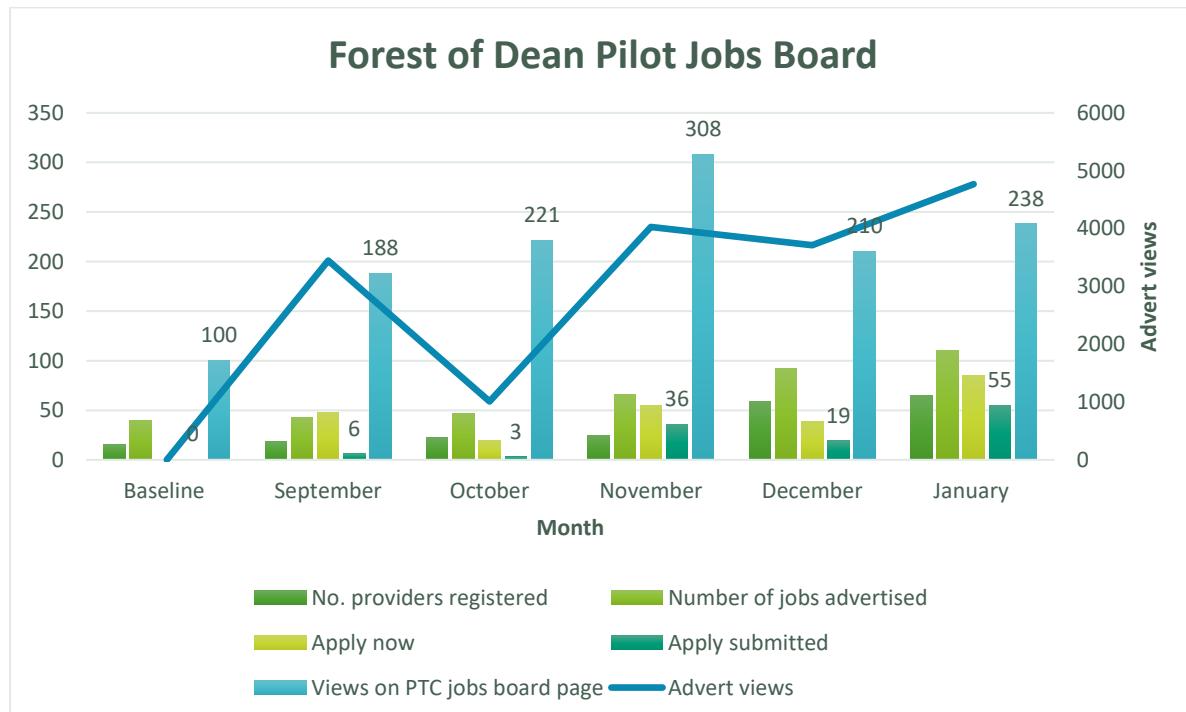
- The Proud to Care team attended local events in the Forest of Dean during the campaign period to promote care roles and build community links. The team went to local supermarkets to hand out leaflets and bags, local community events and job fairs. The team visited the following areas: Lydney, Coleford, Littledean, Newent and Cinderford.
- Proud to Care attended **15 events** from October-January and connected **12 candidates** to providers.
- Job fairs and community events were well-attended; however, there were very few connections from visiting supermarkets.
- Providers were invited to attend events and 3 providers attended events alongside the team.

### 3.6 Workstream 4: Jobs Board

- Proud to Care partnered with Glos Jobs to create a pilot locality Forest of Deans Jobs Board, which can be viewed [here](#).
- This was launched in September and rolled out county-wide in January.

Key metrics for the Jobs Board during the campaign period:

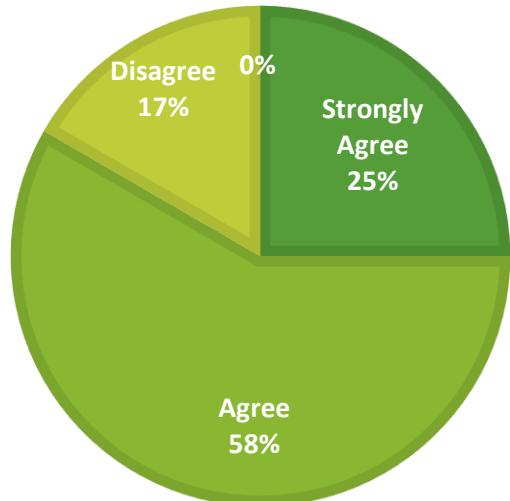
TABLE 5: LOCALITY JOBS BOARD DATA



- All key metrics identified in the graph above have increased during the campaign period, with advert views peaking in January at 4767.
- Applications submitted increased from 6 in September to 55 in January.
- Views on the Proud to Care jobs page peaked in November with 308 views.

Survey Results from providers:

#### THE PROUD TO CARE LOCALITY JOBS BOARD IS VALUABLE:



#### HAVE YOU HAD ANY SUCCESSFUL APPLICANTS VIA GLOSJOBS?



- Over 75% of respondents agree the jobs board is valuable.
- Only 8% of respondents have had a successful applicant from Glos Jobs.

#### 3.7 Care Recruiter Collaborative

- 12 providers in total engaged and took part in the campaign out of 30 providers approached in the Forest of Dean.
- On average, there were between 6-7 providers attending each campaign meeting.

TABLE 6: NUMBER OF PROVIDERS ATTENDING MEETINGS



### 3.8 Summary of Findings: Workstreams and Data

#### Budget:

- The creation of the video and 30 second tv ad accounted for over half of the budget, with costs for the TV Ad including additional editing time.
- Spend on events was lower than anticipated with no/minimal additional costs to the team to attend and promote local events.

#### Workforce Data:

- Bedded Care: care worker employment did not increase following the campaign, and agency workers employed increased by 30%. This suggests that increased demand for bedded care has been met by agency-workers, rather than recruitment of care-workers.
- Domiciliary Care: care worker employment increased by 13%.
- This data suggests that during the period of the campaign, there was an increase in successful recruitment of care-workers into domiciliary care in the Forest.

#### Workstream 1 Promotion:

- Coordinated / targeted promotional campaign supporting this initiative outcomes [e.g. video / jobs board / events schedule]: **Achieved**
- Raising the profile of roles available within the care sector: **Achieved**

#### Findings:

- Successful social media campaign raised awareness of the care sector.
- Paid for social media adverts generated engagement, clicks to links, and improved PTC follower count and reach.
- Newspaper advertising was difficult to track, and increased engagement was not evident.
- Promotional materials (leaflets/posters) required several versions before completion and were largely distributed by the team rather than providers.
- Providers use social media and have shown an interest in collaboration.
- From the survey, 50% of providers are unsure of the success of the promotion campaign.

#### Workstream 2: Care Video

- 2-3mins inclusive and collaborative video that highlights the care providers / services they provide and the roles available in the local community: **Achieved**
- Short video Clips: **Achieved**
- Photograph stills from filmed content: **Achieved**
- Full transcript of all filming content: **Not achieved due to cost**
- Library of footage: **Not achieved due to cost**

#### Findings:

- The video created positive social media engagement and increased clicks to PTC website, jobs board and reach.
- The process of filming created multiple types of content for the team to use during the campaign and for future campaigns.

- The Sky Adsmart TV Ad successfully reached thousands of households in the Forest and exceeded the number of impressions expected.
- Full transcripts and footage library were expensive and would require additional budget if needed in the future.

#### Workstream 3: Events

- To attend locally promoted events where the care sector is actively represented: **Achieved**

#### *Findings*

- The team attended 15 events during the campaign period.
- There was a low turnout for standalone Proud to Care events, particularly during the week.
- Most job-seeker connections came through jobs fairs.
- Better networking opportunities and connections came through attending pre-existing local events.

#### Workstream 4: Jobs Board

- Potential workforce can find local care roles easily: **Achieved**
- Applications come direct to care recruiters: **Achieved**
- Increased promotion of local jobs: **Achieved**

#### *Findings:*

- Linking in with an established brand (Glos Jobs) helped promote local jobs further as seen in the high number of advert views which have increased month by month.
- Locality sections make advertising and matching jobs to jobseekers easier for the team and those working with jobseekers e.g. Job Centre & Employment & Skills Hub.
- The new jobs board and process has improved efficiency for providers, job seekers and Proud to Care to use.
- There are high numbers of advert views, but the number of application submissions decreases significantly. The numbers of applications submitted increased steadily throughout the campaign.
- Providers have not shared any successful recruitments case studies from Glos Jobs advertising; however, the provider survey indicates there have been some.

#### Workstream 5: Care Recruiter

- Access / prompt response from Proud to Care Team: **Achieved**
- Monthly virtual / face to face meetings with locality- based care provider to share ideas / best practice etc: **Achieved**

#### *Findings:*

- Monthly meetings held both virtually and in person resulted in consistent attendance from a small group of providers (approximately half of all providers involved).
- Virtual meetings focused on information sharing and updates, whilst in person events involved networking and feedback.
- Engagement outside of meetings was more difficult, with some providers more engaged than others.

## 4. Findings from the qualitative feedback

Providers were asked the following questions:

1. Please could you tell me about your experience taking part in this campaign
2. How did you feel about working with other providers
3. What were the challenges of this campaign
4. What has been most successful?

From their answers, we have identified the following key themes (see Appendix B for full details):

### **The experience of working with Proud to Care on a locality campaign was positive**

- Meetings were valuable
  - "I thought the meetings themselves were really enjoyable."*
  - "I thought what you guys did was brilliant."*
  - "I think the meetings were excellent, the work streams were very good. The preparation was good. The notice is good. I'm pleased to be able to help and contribute towards it"*
- The team were supportive
  - "The Proud to Care team have been really trying hard and have been really supportive and constructive"*
  - "The Proud to Care team have actually genuinely really been wanting to help"*
  - "A team member wrestled a problem to the ground (...) and got that sorted and I got a number of emails and phone calls and they sorted it out very quickly"*
- Improved relationships with the Council
  - "My relationship with them (GCC) is pretty much zero, and this campaign really kind of gave me a lot more faith in some of the things they do."*

### **Sharing experiences and challenges with other providers is valuable**

- Importance of sharing experiences and challenges with other providers
  - "We've realised we are not the only company out there that's having problems recruiting and also to a degree retaining staff as well"*
  - "It's been really good for us to make that connection with some of the other companies too, so that we can share experiences"*
  - "I enjoyed the meetings, discussing the issues that other places were having, I don't have any recruitment problems, so my experience of this was more looking to the future and seeing what others are doing and what we might do better"*
  - "I find that really interesting looking at where the people were struggling and looking at the innovative means that that team came up with in order to try and reduce the crisis that social care is having at the moment"*

### **Collaboration between care providers can be challenging**

- Not enough candidate referrals between providers  
*“I don't think there's enough swapping of people eg drivers and non drivers”*
- Some negativities from providers and friction between providers  
*“It was a bit hard because there was a fair bit of negativity as it is a recruitment crisis”*  
*“I didn't want to come across as egotistical when I was making suggestions”*
- Difficulties engaging group of providers together  
*“It's been really difficult for us all to engage at the same time”*  
*“I often feel that face to face meetings are much more productive than virtual meetings (..) you're not necessarily engaged in it, and I think a face to face meeting is much better”*  
*“We can't all do it together at the same time and I particularly understand that because I don't even live in Gloucestershire”*

### **Providers need to take a more active and accountable role in recruitment campaigning**

- The campaign needs to be more action-based and practical  
*“It would be great if we could make it more action based”*  
*“Invite a provider each time to get involved more practically with what you're doing”*  
*“The meet ups with other providers to share best practise and share ideas are really good and help find out what's going on with the campaign and what's working but we want to see something tangible as well”*
- More emphasis on providers supporting themselves  
*“I think that there should have been more of an emphasis on individuals taking responsibility for their own recruitment rather than relying on the Proud to Care team itself to resolve problems for them”*  
*“There could have been more of a focus on how people can help themselves”*  
*“I think that the challenge for you guys was making everybody accountable for their own recruitment”*

### **Workstream 2 (Care Video and TV ad) was the most successful type of promotion**

- The video helped providers to promote care  
*“The video was very, very helpful in terms of getting the name out there and Dom care out there and indeed care in the Forest out there as well. That's been extremely useful, and that's been (..) the anchor for my Facebook campaign.”*  
*“I thought was a great video and it certainly went some way to raising awareness”*  
*“I think that we needed to spread it further. We shared it on Facebook and Twitter but it needs wider sharing”*
- The TV Sky Ad was a success  
*“I thought that you went above and beyond (with) that sky ad. That was brilliant.”*  
*“In my opinion that was a really good use of the funds you were given”*  
*“We were getting people coming in (to our setting) and saying they had seen us on the TV”*

### **Lack of education and understanding around what care roles involve**

- Lack of understanding about care roles
  - "It seems to be difficult to explain to people exactly what it is"*
  - "It can be a very flexible job, and I don't think people quite understand that"*
  - "I think an education campaign would be useful to show the different benefits of residential care as well"*
  - "People say they want to work in care and want to care for people. This isn't a role that's caring. This is a role that's enabling and promoting independence."*

### **There are ongoing issues identifying suitable candidates for care roles**

- Not seeing increase in candidates
  - "We're not getting many applicants"*
  - "The period up to Christmas was extremely difficult, it was definitely harder for me (than other years)"*
- Issues around quality of candidates and communication
  - "The quality of some of the candidates is extraordinarily bad, particularly the ones who ghost you after applying"*
  - "If you don't want the job, don't apply in the 1st place. If you do want it and people contact you, at least have the decency to respond to them."*

### **Community events are valuable**

- It takes time to build connections
  - "Just because you go to an event, it doesn't mean to say that it's going to equate to an instant application. A lot of people do it retrospectively quite a few weeks afterwards"*
  - "It's about presence and it's just about networking and meeting people and just making people aware that you are recruiting in that area, so that if and when they want to apply, then they will hopefully."*
- Different events work better at different times of the year
  - "Just because it doesn't work in January doesn't mean to say it's not going to work in March and just being aware of all the little nuances throughout the year. You're going to get recruitment trends that kind of ebb and flow around like school holidays or when the kids are off"*
  - "Let's see if we can get some more localised events done where we are all supporting each other"*

## 5. Conclusions and recommendations

### 5.1 Conclusions

- Domiciliary care workforce figures have improved during the Forest campaign.
- A locality-based approach has proved successful in identifying key care providers and raising the profile of local care roles within a local context.
- Care provider collaboration is beneficial but requires support from the team to facilitate.
- Providers need to be encouraged to take a more active role in the campaign.
- Promotion of care through filming real life care-workers was popular with providers and resulted in higher views and engagement, both online and in person.
- Promotion campaigns and events create long term benefits rather than quick wins.
- The new locality jobs board with Glos Jobs has seen increased traffic and advert views but has not yet resulted in higher recruitment figures, that we are aware of.
- Recruitment remains challenging, with issues around a lack of suitable candidates and low numbers of applications for care roles despite high numbers of advert views.

### 5.2 Recommendations

1. Proud to Care should continue to take a locality-based approach when planning recruitment and retention campaigns.
2. Proud to Care to explore methods of analysis of locality recruitment and retention levels to support targeted campaigns.
3. Proud to Care to facilitate a Recruitment and Retention network to harness care recruiter/ retention lead collaboration and share best practice and experiences.
4. Proud to Care to focus on raising awareness of different care roles and educating the public about care.
5. Future Proud to Care campaigns should include a video, tv ad and paid-for social media adverts. Videos to be under 2 and a half minutes to keep viewers engaged until the end.
6. Providers should be encouraged and given the opportunity to take a more active role in future campaigns and take accountability for achieving agreed outcomes.

## 6. Next steps

- Proud to Care will plan and deliver a recruitment campaign in Gloucester, based on the workstream led approach piloted in the Forest.
- Proud to Care will engage a group of Gloucester providers to deliver the campaign collaboratively.
- Proud to Care will establish a Recruitment and Retention network for all Gloucestershire providers.

### 6.1 You said, we will

- Proud to Care captured provider feedback during campaign meetings and 1:1 discussions.
- Providers shared their reflections on the campaign and identified key themes for future recruitment and retention support.
- The table below sets out the actions Proud to Care will take to address this feedback.

You said	We will
<b>The experience of working with Proud to Care on a locality campaign was positive</b>	<ul style="list-style-type: none"><li>• Continue to work closely and collaboratively with care providers</li><li>• Take a locality-based approach to care recruitment and retention support</li></ul>
<b>Sharing experiences and challenges with other providers is valuable</b>	<ul style="list-style-type: none"><li>• Establish and facilitate a Recruitment and Retention Network to allow providers to share experiences and best practice with each other</li><li>• Continue to engage providers in locality recruitment campaigns</li><li>• Explore how care providers can refer job-seekers between each other</li></ul>
<b>Collaboration between care providers can be challenging</b>	<ul style="list-style-type: none"><li>• Ensure all communication is open and transparent</li><li>• Facilitate the Network to ensure provider voices are heard</li><li>• Continue to work with all care providers who seek support</li></ul>
<b>Providers need to take a more active and accountable role in recruitment campaigning</b>	<ul style="list-style-type: none"><li>• Explore more effective engagement methods</li><li>• Establish provider responsibilities and activities at the beginning of new campaigns</li><li>• Involve providers at all stages of our work</li></ul>

<p><b>Workstream 2 (Care Video and TV ad) was the most successful type of promotion</b></p>	<ul style="list-style-type: none"> <li>• Continue to use videos as an effective way of communicating and engaging with job-seekers and system partners.</li> <li>• Run further TV ads for future campaigns</li> </ul>
<p><b>There is a lack of education and understanding around what care roles involve</b></p>	<ul style="list-style-type: none"> <li>• Consider ways to raise awareness of different roles within the care sector</li> <li>• Explore promotional opportunities alongside other partners e.g. DWP, Skills for Care, Adult Education</li> <li>• Explore new ways of promotion eg podcasts, and consider 'day in the life' approach to promotion</li> </ul>
<p><b>There are ongoing issues identifying suitable candidates for care roles</b></p>	<ul style="list-style-type: none"> <li>• Continue to work closely with system partners to identify opportunities to support new cohorts of job-seekers</li> <li>• Continue to improve our matching process to identify suitable candidates and efficiently connect them with appropriate providers.</li> <li>• Explore further support for job-seekers including job-broker function</li> </ul>
<p><b>Community events are valuable</b></p>	<ul style="list-style-type: none"> <li>• Continue to identify and attend local community job-fairs and relevant events to promote the care sector</li> <li>• Share details of events with providers on a monthly basis</li> <li>• Explore further local promotion eg posters in parish noticeboards</li> </ul>
<p><b>More information and support needed around overseas recruitment and visa sponsorship</b></p>	<ul style="list-style-type: none"> <li>• Explore information from Devon NHS Trust who are piloting support for overseas applicants</li> <li>• Connect with GCPA around international recruitment support</li> </ul>
<p><b>Specific cohorts could be targeted to increase engagement</b></p>	<ul style="list-style-type: none"> <li>• Explore the use of care ambassadors at events eg schools and colleges</li> <li>• Explore targeting schools and put together a distribution list</li> </ul>

## 7. Appendices

### Appendix A: Survey

#### Forest of Dean – recruitment campaign pilot 2022/3

This survey was created by the NHS Gloucestershire Engagement Team and was sent out to all engaged Forest of Dean providers to collect their feedback during the campaign and further information about their recruitment and retention.

#### 1. What type of care setting is your organisation?

Answer Choices		Response Percent	Response Total
1	Residential/nursing home	41.67%	5
2	Supported Living	25.00%	3
3	Domiciliary care	25.00%	3
4	Other (please specify):	8.33%	1
		answered	12
		skipped	1

#### 2. Please answer the following:

Answer Choices		Response Percent	Response Total
1	<b>Current number of vacancies</b>	100.00%	12
1	0		
2	No set number of vacancies		
3	10		
4	No specified number - as many staff as we can get!		
5	4		

**2. Please answer the following:**

6	17			
7	4			
8	4			
9	0			
10	16			
11	6			
12	1			
2	<b>How many vacancies have you filled in October and November</b>	100.00%	12	
1	3			
2	We have 2 or 3 applicants for Shared Lives via the GlosJobs Locality Jobs Boards			
3	2			
4	8			
5	0			
6	6			
7	4			
8	1			
9	3			
10	2			
11	1			
12	4			
			answered	12
			skipped	1

### 3. Have you had any successful applicants via GlosJobs?

Answer Choices		Response Percent	Response Total
1	Yes		8.33%
2	No		91.67%
		answered	12
		skipped	1

### 4. The Proud to Care locality jobs board is valuable:

Answer Choices		Response Percent	Response Total
1	Strongly agree		25.00%
2	Agree		58.33%
3	Disagree		16.67%
4	Strongly disagree		0.00%
		answered	12
		skipped	1

#### Comments: (6)

1	I think that the jobs board is a great idea. So far I haven't had any success, but then I haven't had many jobs to advertise.
2	Have had our own GlosJobs advert since March 2022. I don't think we have had a single person apply via our jobs advert this year. However, we have 2 or 3 applicants come through and i think they have all been via the locality jobs boards. They seem to have a greater reach, which is great for us.
3	Any exposure is beneficial.

#### 4. The Proud to Care locality jobs board is valuable:

4 | we haven't seen any benefits as yet

5 | I have not had any interest in any vacancies

6 | sadly we never had anyone come through looking to apply with us

#### 5. What are your main barriers in recruitment? (Please tick all that apply)

Answer Choices		Response Percent	Response Total
1	Transportation		58.33%
2	DBS checks		25.00%
3	Experience		16.67%
4	Digital		8.33%
5	Flexible hours		16.67%
6	Other (please specify):		50.00%
		answered	12
		skipped	1

#### Other (please specify): (6)

1 | Both unawareness of our service and the length of our assessment process, due to the nature of the role

2 | Cost of child care, cost of cars, easier jobs at similar money.

3 | Lack of willingness to work early mornings, evenings & weekends

4 | people are not applying

## 5. What are your main barriers in recruitment? (Please tick all that apply)

5 I really don't know

6 Covid requirements

## 6. Your staff turnover rate is:

Answer Choices		Response Percent	Response Total
1	High	25.00%	3
2	Medium	33.33%	4
3	Low	41.67%	5
		answered	12
		skipped	1

## 7. What is the main reason for staff leaving?

Answer Choices		Response Percent	Response Total
1	Open-Ended Question	100.00%	10
1	Not able to work to a good enough standard		
2	Either retirement (a lot of our carers are 60+) or no longer wishing to continue in the role due to the huge commitment it takes		
3	Easier jobs, children.		
4	No longer want to work in care, cost of fuel, travelling, retirement		

## 7. What is the main reason for staff leaving?

5	retirement or relocation Some staff left care		
6	relocating		
7	Retirement		
8	new job change roles		
9	In FOD none in NOv/DEC but other parts of organisation is higher		
10	Pressures due to Covid, continuous policy changes, and poor wages.		
		answered	10
		skipped	3

## 8. Do you use social media to promote your company?

Answer Choices		Response Percent	Response Total
1	Yes	75.00%	9
2	No	25.00%	3
		answered	12
		skipped	1

## 9. Which social media collaborations would you be interested in participating in? (please tick all that apply)

Answer Choices		Response Percent	Response Total
1	Short video clips from yourself/your employees	66.67%	8

**9. Which social media collaborations would you be interested in participating in?  
(please tick all that apply)**

2	Shared pictures with written quotes from yourself/ your employees		91.67%	11
3	A day in the life of a care worker		58.33%	7
4	Myth busting within the care sector		58.33%	7
5	Recruitment advice		50.00%	6
			answered	12
			skipped	1

Additional comments: (3)

1	happily collaborate with anyone about anything relating to social media
2	I am currently working on case studies for our carers and supported individuals, to be shared via the GCC social media pages,
3	Would be interested in the small social media collab too :-)

**10. The Proud to Care promotion for Forest of Dean care providers has been valuable**

Answer Choices		Response Percent	Response Total	
1	Yes		50.00%	6
2	No		0.00%	0
3	Don't know		50.00%	6
		answered	12	

**10. The Proud to Care promotion for Forest of Dean care providers has been valuable**

skipped

1

**11. How would you like Proud to Care to keep in contact with you post-January?  
(Please tick all that apply)**

Answer Choices		Response Percent	Response Total
1	A quarterly virtual meeting	75.00%	9
2	A quarterly newsletter	66.67%	8
3	One to one meeting made by appointment	33.33%	4
4	A provider led recruitment / retention network	75.00%	9
		answered	12
		skipped	1

Additional comments: (1)

1 Would be great to be/get involved with any recruitment initiatives too - job fair, careers events

## Appendix B: Qualitative Analysis

### Provider 1-1 Feedback: Analysis

#### Methodology:

- qualitative: individual interviews
- recorded via transcription
- anonymised before analysis
- taking place on Teams
- same set of questions per provider

#### Analysis:

- transcripts edited for clarity as needed eg typos and grammar corrected

- transcripts anonymised
- key quotes collected
- common themes pulled out

## Q1: Please could you tell me about your experience taking part in this campaign?

Key themes and quotes:

- Positive experiences working with the team inc. problem solving
  - The proud to care team have been really trying hard and have been really supportive and constructive.*
  - she wrestled a problem to the ground within hours and got that sorted and I got a number of emails and phone calls and she sorted it out very quickly.*
  - I think the proud to care team have actually genuinely really been wanting to help*
- Important to share experiences and challenges recruiting with other providers
  - We've realised we are not the company out there that's having problems recruiting and also to a degree retaining staff as well*
  - it's been really good for us to make that connection with some of the other companies too, so that we can share experiences*
  - I know that know to degree often you don't want to share some of your knowledge with other competitors, but I think in this instance it's been a really positive experience*
- Needs to be more action-based and practical
  - it would be great if we could make it more action based*
  - I thought was really nice at the end of the meeting last time that you shared some stats*
  - if you invited a provider each time to get involved more practically with what you're doing because I think practical is great*
  - The meet ups with other providers to share best practise and share ideas are really good and help find out what's going on with the campaign and what's working but we want to see something tangible as well*
- Lack of follow up from referred candidates
  - So where somebody is applied through glosjobs or something and then somebody from the team's emailed me do you want to get in touch with them and then I get in touch with them. - Haven't heard anything back and I just wondered what you guys as a team do with anybody that shows any interest. Is there anything? Is there any kind of follow up from your point of view?*
- Lack of understanding about care roles
  - it seems to be difficult to explain to people exactly what it is*
  - For example, you could do 40 hours in four days if you chose to, so it can be a very flexible job, and I don't think people quite understand that, nor do they seem to understand that we can't do school hours, etcetera*
  - I think it's a kind of education campaign would be useful to show the different benefits of residential care as well.*

- Not seeing increase in candidates
  - We're not getting many, applicants, and I understand the reasons for that*

## Q2: How did you feel about working with other providers?

Key themes:

- Sharing experiences of recruitment with other providers is beneficial
  - I think that's been really positive to have that understanding that we're all in the same boat together. We're all finding it really hard to recruit. We've all tried the same things, we're talking to each other*
  - We have all tried the same sorts of things with very limited degree of success, but you get comfort in that in thinking, OK, we're not hopeless because we've all done the same thing, so it's not just us*
  - I'd definitely be keen to keep that going*
  - It's useful to come together and find some common ground and the fact that we're all finding it really tricky to recruit right now*
  - I was quite happy that some were moaning more than me, which was great. I really appreciated that so I didn't have to moan*
- Not enough referrals between providers
  - I don't think there's enough swapping of people between them. I mean I try and refer people to you who don't drive*
  - I'm not sure then what happens to those people if they then get referred elsewhere or whatever. I mean, obviously I can't refer them by name. I can merely say to them, you know, this is the proud to care website. If you don't drive, go and have a look in there. This is their contact details. You know, give them a call and explain the situation. There may be a better way of brokering these people out.*
  - get a lot of applications from non drivers from people who are on dependent visas and don't drive etcetera etcetera. I get at least one a week who doesn't drive and that's over a year. That's 52 people that we could do with keeping in the business.*

## Q3: What were the challenges of this campaign?

Key themes:

- Positive experience working with the PTC team

*-it would be very difficult to improve what you've already done. I think the meetings were excellent, the work streams were very good. The preparation was good. The notice is good. I'm pleased to be able to help and contribute towards it.*

*-I don't think anything could have been improved.*

*-I think what you've done is a good approach. I think you've looked at all kind of mediums in terms of what you can do to support recruitment in the area, which has been great. So I think actually any support that we get as a provider and probably other providers say the same is really beneficial and can only support us actually.*

*-I'm actually not sure you could have done any better. It could not have gone any better than it had done*

- Difficulties engaging group of providers together

*-It's been really difficult for us all to engage at the same time.*

*-I often feel that face to face meetings are much more productive than virtual meetings cause we could all get distracted, e-mail will pop in. You're not necessarily engaged in it, and I think a face to face meeting is much better. But the fact is that we can't all do it together at the same time and I understand that. I particularly understand that because I don't even live in Gloucestershire.*

- Issues around low pay deterring new recruits

*-the big challenge is the fact that we can't pay enough to care workers. We all pay as much as we possibly can, but we're working it to really tight margins*

*-I'm not sure what else we can do other than pay them better to attract more people, but you also want carers that that genuinely want to care are not just in it for the money*

*-The biggest challenge is not how we advertise or do videos or collaboration between the care companies; it's actually having enough money to pay a decent wage to these people to attract them*

- Issues around uncertainty over council rates of pay

*-We're just doing our budgets now for next year and looking at what sort of pay rise we're going to give people from the 1st of April. We don't know what we're going to get from the Council, and we won't know for a long time. That's hard because we can't then plan that we are going to get X percent so we could afford to give this percent to our staff*

*-That lack of certainty when you're trying to prepare your budgets for the coming year. You know what your increase or what your rates are going to be from the Council last year we thought we might get X percent, but we got less than that and we had based everything on the fact that we might get more. That makes it difficult. I think it's all about the timing from them from when they make their announcements to what their rate increases are going to be*

- Lack of knowledge about care roles

*-People think that care is wiping bottoms and not everybody wants to do that. But that is not what care is. Yes, there's a degree of that. But there are other aspects to care. I think that somehow we've got to get that across.*

## Q4: What has been most successful in your opinion?

Key themes:

- Video was successful
  - *The video was very, very helpful in terms of getting the name out there and Dom care out there and indeed care in the forest out there as well. That's been extremely useful, and that's been kind of the anchor for my Facebook campaign. If you've ever seen my advert we get a lot of interest via that Yes I've got 60 or 70 likes on it, which is quite good for me, so it's been running some time via third party out.*
  - *I really like the video. I was really disappointed that out of our workers, we couldn't get anybody to participate in it.*
  - I thought was a great video and it certainly went some way to raising awareness*
  - I just think any support that you guys provide will only supplement what we're trying to do.*
- Video/tv ad could have been seen/shared more widely
  - *I've not had one person that said I saw the ad on sky*
  - I think that we needed to spread it further. We shared it on Facebook and Twitter but it needs wider sharing.*
- Newspapers do not work as well
  - *Newspapers are difficult to track and I don't think they give us the best returns*
- Variety of methods works best
  - *I don't think there's a one-size-fits-all. Otherwise I think none of us would be working and we'd have all our vacancies filled.*
  - *It's keeping on and keep trying different things because just because something doesn't work one month doesn't mean to say it's not going to work another month and again, it's just about keeping it fresh.*
- Work campaigns around different times of the year
  - *Thinking about all the ways that you guys have tried, it is just to keep going and to keep trying them at various different times. And just because it doesn't work in January doesn't mean to say it's not going to work in March and just be aware of all the little nuances throughout the year.*
  - You're going to get recruitment trends that kind of ebb and flow around like school holidays or when the kids are off*
  - *New Year, new career. Most people will start looking after Christmas, so that would be quite a good time to kind of put a campaign together and just think about trying to be strategic throughout the year*
- Community events are valuable
  - *just because you go to an event, it doesn't mean to say that it's going to equate to an instant application. A lot of people do it retrospectively quite a few weeks afterwards, so again, it's difficult to measure, but for me, I think it's more about when your own event. It's about presence and it's just about networking and meeting people and just making people aware that you are recruiting in that area, so that when they want to apply, then they will hopefully.*

## Q5: Do you have a successful recruitment case study you could share?

- Indeed is still popular for applicants
  - *three have come from Indeed. People tend to apply through Indeed. An internal applicant applied through Indeed last year. 83% of our applicants came through Indeed.*
- Individuals may return to the care sector after a break
  - *Two of them are people who worked for us previously. One has decided she wants to come back after leaving care in November. Another one is a lady who left us about seven years ago.*
- Lack of knowledge around care roles
  - *People say they want to work in care and want to care for people. This isn't a role that's caring. This is a role that's enabling and promoting independence. It's different. You're not going to be sat there wiping bums and making tea all day. You're going to be going out and doing whatever X wants to do that day, whether it's meeting friends, going to the theatre, going out*
- Joined up approach to events
  - *Let's see if we can get some more localised events done where we are all supporting each other*
  - *Outside of the Forest, we've just done a recruitment event in connection with the job centre in a local community hall, and it was amazing. We filled our vacancies. We only have 3 to fill, but we filled them all*
  - *there are different types of care so I think it's also about just being selective when we're putting events, it might be 5 or 10, but it's just ensuring that those five or ten aren't all the same*
  - *collaboration, communication, networking, just getting out and about in the communities is really key for me*
- Positive experience with Proud to Care
  - *I don't think there's anything else that can be done in terms of a better campaign. Everything I've seen has been fantastic so far, which I think we all hugely appreciate your efforts.*
- Issues around quality of candidates and communication
  - *the quality of some of the candidates is extraordinarily bad, particularly the ones who ghost you after applying*
  - *You might want to stress to people you know there is an etiquette around it. You know, if you don't want the job, don't apply in the 1st place. If you do want it and people contact you, at least have the decency to respond to them.*
- Planning campaigns around holidays
  - *You need to watch out for the dead periods and the dead periods are the summer holidays, you know. Coming up to Easter, any school holidays are pretty dead. And obviously the six weeks over the summer is spectacularly dead. So yeah, if you just watch the dead zones and the dead zones are major holidays*
- Applicant numbers still quite low
  - *I think we're up to around six. Unfortunately it's quite low.*
  - *a couple from Indeed, a couple from Facebook, one from DWP*
  - *This is average but the period up to Christmas was extremely difficult, it was definitely harder for me (than other years)*
- Issues with transport
  - *We used to have a daily bus, but I've just tried to get to Coleford Library on public transport and the next bus is next Wednesday. We now have got a bus service that went from six days a week to one.*
  - *it is getting worse in terms of public transport*

*-If I was, for example, to do a two up and needed somebody in Cinderford who would who needed somebody to be in Cinderford at a certain time I couldn't do that on public transport, so I'd need to be able to get that person to be to collect and picked up and then driven to Cinderford*

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