Staff Support & Wellbeing Support Pack

Contents

Introduction

Providing effective management support to your staff and having a focus on their wellbeing are key components of staff retention, and impact significantly on staff health, happiness, and performance.

What factors can affect an individual's wellbeing?
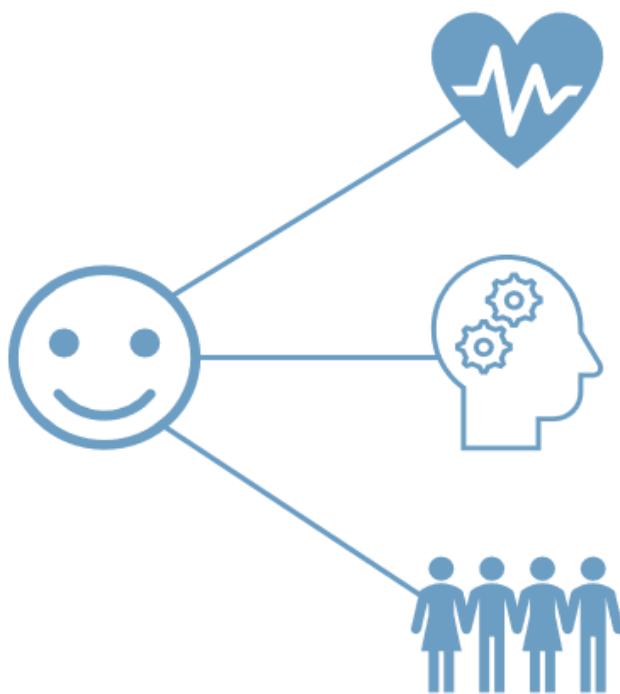
BIOLOGICAL
- Physical health, Genetics, Diet, Sleep & Age
- Affect mood, energy, immunity & cognitive functioning

PSYCHOLOGICAL
- Beliefs, Mental Health, Perception & Addictions
- Affect self-esteem, coping skills, resilience, emotional regulation

SOCIAL
- Relationships, Family, Culture, Work, Money & Housing
- Affect sense of belonging, support, identity & security

This pack considers the key elements of good support, how you can promote/improve wellbeing and some hints, tips, and tools to improve both in your workplace.

CMDT Support Packs on Retention and International Recruitment can be accessed through our Workforce Support Packs webpage.

Benefits of supporting staff and promoting their wellbeing

- Improved performance, productivity, and job satisfaction
- A positive workplace culture
  - Reduces staff stress and helps in creating positive working environments
  - Staff who feel supported and valued are more likely to work together positively
- Healthier & happier staff team
  - Staff who are mentally healthy and resilient cope better with day-to-day stresses and challenges at work and home
  - Staff who feel their wellbeing needs are being met are less likely to take sick leave and are more likely to return to work in a timely and sustainable way
- Improved staff retention
  - A positive workplace culture engender staff loyalty and improved retention, as does positive staff and team morale
  - Enhanced staff engagement. By involving your team in decision-making and implementing effective two-way communication they are more likely to feel motivated and committed
  - Reduced staff turnover, fewer vacancies, and lower recruitment costs
- Happy staff make happy customers
  - Through great customer service and engagement
  - Continuity of high-quality consistent care, leading to higher levels of service user/family satisfaction
- Enhanced organisational reputation
  - Investing in staff wellbeing sends a powerful message about your values and ethics and this will attract a high-quality workforce
- Higher Care Quality Commission (CQC) ratings
  - Low levels of staff turnover and lower vacancy rates are two of the key factors identified by Skills for Care that contribute towards higher CQC ratings

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Skills for Care links

- [Top tips for adult social care workforce retention](#)
- [The state of the adult social care sector and workforce in England](#)

Identifying your support and wellbeing challenges

Some measurements that will indicate if your staff are happy at work:

Staff Satisfaction

- Ask your staff for feedback on:
    - How happy they are and if they feel supported and well
    - What you are doing well
    - What could be improved

- You can do this by:
    - Using regular staff satisfaction surveys
        - Consider anonymised surveys
        - Follow up on feedback given. Publish findings are published and share/discuss resulting action with your team
    - Through regular supervision process and team meetings
    - Ask long-term members of staff why they stayed
    - Exit interviews and questionnaires

Data Analysis

- Staff turnover rates can indicate if staff are happy in their role and sickness rates are an indicator of staff wellbeing, both physical and mental

- Use of the Adult Social Care – Workforce Data Set (ASC-WDS) can help you to evaluate staff wellbeing, identify areas for improvement and benchmark your turnover and sickness rates with similar services. It will also enable comparison with those services rated "Good" and "Outstanding"
    - Visit the CMDT website for more information and support

Skills for Care links

- **How data can help you think about your staff's health and happiness**
- **Recruitment and retention in adult social care: secrets of success. Learning from employers what works well**
- **The Care Exchange** podcast:
  - 3.2 I love data

Support for Staff

Providing consistent and effective management support to your staff team includes:

- **Person centred onboarding and induction processes**
- **Staff training and development programme**
- **Regular one to one meetings / supervision**
- **Annual appraisals / conversations about performance, development needs, and career aspirations with meaningful objectives**
- **Personal Learning & Development Plans**
- **On-site, visible, and approachable management – lead by example, demonstrate good care practice and the core values of your organisation.**
- **Regular team meetings**
- **Supporting open communication and encouraging staff to feel comfortable in sharing ideas, asking questions, and contributing to changes and decisions to improve the service**
    - o **Promote and encourage staff feedback without fear of judgement or retribution, create a safe space**
    - o **Consider the provision of training in effective communication for all staff, including active listening and conflict resolution**
    - o **Set an example and be honest and transparent**
- **Being a compassionate leader**
- **Effective pastoral support**
- **Embedding clearly documented Policies and Procedures, including those to support a diverse workforce and staff with health conditions**
- **Return to work interviews with staff on return from sick leave**
- **Risk assessments where appropriate (e.g. for staff with a disability, expecting a baby or pre-existing health issues)**
- **Occupational Health assessments during employment and periods of (long-term) sick leave**
- **Consider staff awareness sessions (e.g. Menopause awareness training, LGBT+ awareness training, and the impact of misgendering)**
- **Provision of post incident support (e.g. after the death of a service user)**
- **Supporting experienced staff to stay in work if they wish. Consider utilising flexible options, such as flexible retirement and flexible working**
- **Think about how to best use peoples' skills and experience to keep them in your workforce and to support and inspire other staff**
- **Facilitating peer support – internal / external**
- **Dealing with issues raised by staff promptly. It may seem minor/unimportant to you, but it will be significant to them**

"Everyone talks about building a relationship with your customer. I think you build one with your employees first."

Angela Ahrendts (Senior Vice President, Apple)

Skills for Care links

- [The Care Workforce Pathway](#)
- [Managing people](#)
- [Supervision](#)
- [Supervisions lead to better support and understanding for teams](#)
- [People performance management toolkit](#)
- [Supporting a diverse workforce](#)
- [Supporting lone workers](#)
- [What equality, diversity and inclusion means in the workplace](#)
- [Menopause awareness in the workplace](#)
- [Why compassion matters in leadership](#)
- [The Care Exchange](#) podcast:
  - 3.1 It's not a soft cushion, scented candles approach to leadership
  - 3.5 It doesn't matter the colour of the cat...
  - 3.8 Our aim is to break down barriers
  - 3.9 With good culture you can achieve anything
  - 4.9 We have a few lifers and don't spend any money on recruitment!
  - 5.6 It's good to connect

Support for Managers

Whilst managers in adult social care face similar challenges to other social care staff, they require additional support specific to their role.

- The Nominated Individual should work in partnership with the registered manager and ensure that the registered manager has professional supervision and support (CQC Nominated Individuals Handbook)

- Skills for Care offer support and information for all registered managers and front-line managers, including:
  - Registered manager membership
  - Local networks for managers
    - Staffordshire Registered Managers Network – local meetings, chaired by registered managers, where the focus, discussion and activity is led and shaped by managers. A forum and safe place to share and discuss
    - Deputy manager networks (for deputies, team leaders, and aspiring leaders)
  - Registered manager webinars
  - Staffordshire managers WhatsApp group - for further information or to join the group contact your Skills for Care Locality Manager Suzanne.Petrie@skillsforcare.org.uk, with your mobile number, email address, provider name and job title
  - Social Care managers Facebook group
  - Nominated individuals
  - Moving Up programme supporting Black & Asian managers / aspiring managers
  - The care exchange podcast where managers can listen to other managers sharing ideas
  - Advice line

- The Care Market Development Team:
  - Offer 1-to-1 Support Sessions to managers via MS Teams. These may be general or focused on specific areas where you have identified you would like some support.
  - Have a range of information and support packs available via the CMDT webpages
  - Maintain the MiDoS for Care online information hub for registered Adult Social Care services in Staffordshire and Stoke-on-Trent. Provides access to a wide range of supportive information, which includes elements of the NHS directory of services (DoS), links to various community teams and a

wide range of guidance and information from a variety of sources. It is available to care service managers and their staff teams. For more information contact midosforcare@staffordshire.gov.uk

- o Run a twice yearly, Managers Quality Networking Forum (MQNF) event. Free themed event with:
  - Trade/ partner organization stands
  - Guest speakers, networking and updates on social care issues, opportunities, and innovations
  - Attendance from CQC and Skills for Care
- o For more information on the CMDT support offer, contact CMDT@staffordshire.gov.uk or visit the CMDT webpages

"If you want to improve the organization, you have to improve yourself and the organization gets pulled up with you."

Indra Nooyi (Chairperson and CEO, PepsiCo)

Skills for Care links

- **Support for leaders and managers**
- **Developing leaders and managers**
- **Support for Nominated Individuals**
- **Support in your area** from Skills for Care locality managers
- **Effective supervision** – a practical guide for adult social care managers and supervisors
- **How registered manager networks support isolated managers**
- Webinars:
  - o **Wellbeing leadership – what does good look like?**
  - o **New managers – What resources and support is available**
- **The Care Exchange** podcast:
  - o 1.5 You can't juggle all the balls
  - o 1.7 Can I run something past you?
  - o 2.7 I don't want to be just another suit
  - o 2.8 Registered managers are worth their weight in gold

Health & Wellbeing

Promoting and Supporting Staff Wellbeing

- **Make wellbeing a focus of your workplace culture, in verbal/written communications and by example**
- **Get the basics right – regular breaks and a suitable space, access to facilities (e.g. toilet, changing area, hot water, microwave, fridge), secure storage for personal belongings)**
- **Consider how can you support those with health conditions or challenges in the workplace, such as menopause or disabilities (e.g. Policies, awareness raising, workplace environment)**
- **Clearly document and embed Policies and Procedures**
- **Recognise that staff have responsibilities outside of work. Supporting them to meet their non-work challenges will influence their commitment, loyalty, and willingness to go the extra mile for you when needed**
- **Promote and commit to achieving a good work-life balance for all staff and management. This will have a positive impact on staff sickness, morale, job satisfaction, quality of care and staff retention**
- **Ensure staff are aware of the benefits and wellbeing resources that are available to them, through effective communication and signposting to internal and external wellbeing resources and opportunities:**
  - **During induction for new staff**
  - **Through planned communications, staff intranet etc**
  - **Consider Wellbeing Champions & advocates to spread key messages**
- **Benefits and rewards, other than pay, will make a difference to people's wellbeing (e.g. flexible shift patterns/rotas, free eye tests, recognition schemes and organising social events for staff to enjoy)**

"If you think wellness is expensive, try illness."   **Unknown**

Skills for Care links

- **Wellbeing**
- **Promoting staff wellbeing**
- **Wellbeing sector stories**
- **Building your own resilience, health & wellbeing guide**
- **Adult Social Care Menopause Guidance for Managers and Staff**
- **Wellbeing resource finder**

Wellbeing Resources

LOCAL

Staffordshire County Council

- **CMDT Support and Wellbeing webpages**
  Information and resources for staff support, health, and wellbeing, including links to:
    - Your directory for safeguarding and wellbeing services in the West Midlands and nationally
    - Foundation of Nursing Studies free Resilience Based Clinical Supervision training programme for Social Care
    - Vivup Benefits (Wellbeing and Lifestyle Savings)
    - Menopause Support
    - HSBC Financial Health Checks

- **MiDoS for Care** online information hub for registered Adult Social Care services in Staffordshire and Stoke-on-Trent. It is available to care service managers and their staff teams. Provides access to a wide range of supportive information, including a variety of guidance and supportive information within the "Supporting Staff and the Service" section. For more information contact midosforcare@staffordshire.gov.uk

- **Workplace Health Staffordshire** offer:
    - **Healthy lifestyle support - Everyone Health – free support to businesses in Staffordshire to improve staff health and wellbeing, including:**
        - **On-site health check days**
        - **Weight management support**
        - **Stop smoking support**
        - **Making Every Contact Count training**
    - **Access to support resources from a variety of organisations, consolidated in one place, including:**
        - **Smoking**
        - **Healthy eating**
        - **Physical activity**
        - **Mental health**
        - **Active travel and air quality**
        - **Musculoskeletal health**
        - **Alcohol**
        - **Menopause**
        - **Sleep and recovery**

- o **Dementia**
- o **Workplace Health Webinars**
- **Sign up to the Healthy Workplace newsletter for information, tips, and updates**
- **For further information or to discuss please email** WorkplaceHealth@staffordshire.gov.uk

- **Staffordshire Health App Finder**
  Enables the user to search to find health or care apps that may help with their health and wellbeing, many of which will be free to use. All of the apps in the App Library have been tested (assessed) by the Organisation for the Review of Care and Health Apps (ORCHA).

- **Health and Wellbeing Training and Resources**
  A range of free health and wellbeing training sessions that are available to people working or living in Staffordshire, including health and care professionals, voluntary sector organisations, wider partners, and individuals living in Staffordshire. Training available includes:
  - o **Supportive Communities**
  - o **Making Every Contact Count**
  - o **Suicide Prevention and Awareness**
  - o **Staffordshire Community Learning Service**
  - o **Carer Awareness**
  - o **Workplace Health Webinars**
  - o **From external partners:**
    - – **Health Literacy**
    - – **Olive Branch**
    - – **Public Health: All Our Health programme**

- **Staffordshire Community Learning Service offer a wide range of courses, most funded, for adults aged 19 and above across Staffordshire (e.g. English, English for speakers of other languages, Maths, Digital Skills, Employability, Wellbeing)**

Staffordshire Connects easy-to-use directory, provides details about hundreds of different care, support and wellbeing organisations, local activities, clubs, and community groups taking place across Staffordshire.

Wellbeing & Recovery College offers wellbeing and recovery-focused education courses, free for adults aged 18 and above living in Staffordshire, Stoke on Trent, Telford & Wrekin & Shropshire.
Phone number: 07891 099460

Email: wellbeingrec@mpft.nhs.uk

North Staffordshire Wellbeing College offers free wellbeing workshops for anyone over the age of 18 living in Stoke, Newcastle and Staffordshire Moorlands.
Phone number: 07971 996653
Email: wellbeingcollege@combined.nhs.uk

Staffordshire and Stoke-on-Trent Talking Therapies offers a range of talking therapies for common mental health problems, such as depression, stress, anxiety, low mood, worry and other mental and emotional issues. Therapy sessions can be completed online, over the phone and face to face at various locations across Staffordshire and Stoke-on-Trent.
Phone number: 0300 303 0923

Staffordshire and Stoke-on-Trent Integrated Care System Winter Wellness Toolkit is a seasonal resource which brings together practical advice, wellbeing tools, and communication assets to help you stay well—physically, mentally, and emotionally—through winter.

The West Midlands Combined Authority Thrive at Work programme has evolved and now provides free standalone eLearning modules, guidance and resources tailored to address key aspects of workplace wellbeing. It allows you to select topics that align with your goals and workforce needs. The programme is funded by the UK Government and is free to organisations across the West Midlands region, including Staffordshire. Modules available include:

- **Mental health**
- **Menopause**
- **Disability & Long-Term Ill Health**
- **Environmental Impact**
- **Musculoskeletal (MSK) Health**
- **Line Management Support**

Staffordshire Chambers of Commerce offer free CPD accredited Domestic Abuse Workplace Champions training funded by the Office of the Police, Crime and Fire Commissioner. This training raises awareness and trains staff to become workplace champions so they can signpost colleagues to the range of support available.
Email: info@staffordshirechambers.co.uk

NATIONAL

[Skills for Care Wellbeing resource finder](#) will help you find wellbeing resources that are relevant to the social care sector to support wellbeing in the workplace as well as investing in your own emotional wellbeing.

Royal College of Nursing - [Wellbeing, Self-Care, and Resilience](#) guide to information resources about wellbeing, self-care, and resilience.

Foundation of Nursing Studies free [Resilience Based Clinical Supervision training programme for Social Care](#).

[The Care Workers' Charity](#) supports the social care workforce including through [crisis support](#) and [mental health initiatives](#).

[Better Health](#) – supporting improved health outcomes: lose weight, quit smoking, get active, drink less. Various resources and support available.

[Better Health Every Mind Matters](#) – supporting mental wellbeing, aimed at all adults but weighted towards vulnerable groups and those most at risk of mental health problems. Various resources and support available.

[Disability Confident](#) – The Disability Confident scheme supports employers to make the most of the talents disabled people can bring to the workplace. It provides employers with the knowledge, skills, and confidence they need to attract, recruit, retain and develop disabled people in the workplace. The scheme provides support for employers who might lack the confidence to recruit disabled people or might need guidance to support an employee who has acquired a disability during their working life.

[Access to Work](#) – can help an individual to stay in work if they have a physical or mental health condition or disability.

Mental Health charity [Mind](#) can help people who are going through a mental health problem to find the right [support and information](#) and have various [free resources](#) to support staff mental wellbeing including a managers guide to mental health.

Mental Health Foundation publication [How to support mental health at work](#).

Mental wellbeing applications can be valuable tools for employees to use to support their wellbeing. Many apps offer activities and support to manage stress, as well as helping people to recognise patterns in thoughts and feelings. They often include features like mood tracking, guided meditation, mindfulness, stress management techniques, and behaviour change tips.

Resources available for supporting for men at work, include:
- The [Men's Health Forum](#) has free resources and guides.

- Other websites include Movember, Mind, and CALM
- Andys Man Club are a men's suicide prevention charity, offering free to attend peer-to-peer support groups across the United Kingdom and online.

Resources available to support individuals regarding drinking habits include:
- NHS Drink Free Days -Track your drink-free days to reduce overall consumption and build healthier habits.
- MyDrinkaware – Alcohol Tracker A holistic tracker that logs units, drink-free days and sleep quality, plus tailored advice, and goal setting to help you change over time.
- Lower My Drinking app - Helps you keep track of how much alcohol you drink and set goals to reduce how much you drink. It helps you to think about alcohol in a different way and plan what to do if you think you will drink too much, including advising on other activities that can support a healthy lifestyle.
- DrinksRation (for the Armed Forces community) - Tailored for serving or ex-serving personnel. Log units/calories, set goals, receive feedback, and contribute to research, all with a supportive military-focused community approach.

Personal protection smartphone applications are available from various providers. They typically provide features such as:
- Real-time location sharing with trusted contacts
- Emergency SOS buttons that alert friends, family, or emergency services with your GPS location
- Audio or video recording during distress events
- Fake call features to help you exit uncomfortable situations
- Safety timers that trigger alerts if you do not check in

Recognise and Reward Your Team

If you are not able to amend pay and conditions, focus on areas where you do have control:

- **Use of a friends & family referral scheme, such as the [Care Friends](#) app. This employee referral app was launched in partnership with Skills for Care and can also be used to recognise and reward staff. The manager can award bonus points to recognise and reward staff performance.**

- **Signpost and promote access to staff discounts and benefits**

- **Celebrate achievements and show appreciation of staff contributions:**

  - **Individual and team, such as:**
    - **On receipt of positive feedback**
    - **Career promotions and milestones**
    - **Long service anniversaries**
    - **Nominations for awards**
    - **Inspection outcomes - IPC, Environmental Health, CQC, Local Authority (and use any inspection reports with staff constructively as a catalyst for improvement)**

  - **Practical examples:**
    - **Say thank you in staff meetings and one-to-ones**
    - **Thank you notes or cards**
    - **"Employee of the Month" schemes, with nominations from management, staff, and service users**
    - **Internal employee awards and events, certificates**
    - **Take part in local/national recognition awards and awareness days**
      - [Staffordshire Dignity in Care Awards](#)
      - [West Midlands Care Association Excellence in Care Awards](#)
      - [Chief Nurse for Adult Social Care Awards](#)
      - [Great British Care Awards](#)
      - [The National Care Awards](#)
      - [The Caring Awards](#)
      - [Home Care Awards](#)
      - [The National BAME Health & Care Awards](#)
    - **Allocate staff an annual budget to spend on health & wellbeing**
    - **Gifts and incentives (e.g. wellness treats, gift vouchers)**
- **Public recognition through your staff intranet, service newsletters, social media, website communication, team communications on your digital care system**

Skills for Care links

- **Rewards and recognition**
- **Secrets of Success**
- **How can reward and recognition support a positive workplace culture**
- **Recognition scheme supports positive workplace culture for nurses**
- **Home Instead Maidenhead, Henley & Wallingford share how they've developed a #PositiveWorkplaceCulture**
- **Care coordinator wins award**

Staff Discounts and Benefits

Support your team in accessing any discounts and benefits that are available to them:

- **Those specific to your service/parent organisation. For example, you may have negotiated preferential rates with local taxi firms or other local businesses**

- **Staffordshire County Council**

  - **Vivup – Staffordshire County Council (SCC) employee benefits offer. This scheme is available to Adult Social Care staff working for services commissioned to provide care on behalf of SCC. Includes access to:**
    - **Health & Wellbeing resources, including ThinkWell counselling**
    - **Lifestyle Savings**

  - **Staffordshire County Council: Here to help – cost of living support. These webpages bring together information, advice, and support to help you manage cost of living pressures**

  - **Staffordshire Libraries**
    - **Theory Test Pro App – Staffordshire Libraries offer members free access to this app which simulates UK driving theory tests and contains all official test questions**

- **Blue Light Card - Social care workers are eligible and for £4.99 can register for 2-years access to more than 15,000 discounts from large national retailers to local businesses across categories such as holidays, cars, days out, fashion, gifts, insurance, phones, and more**

- **Discounts for Carers – Free access to discounts, cashback & vouchers for Carers & Care Workers.**

- **The Blue Sky Social Care Card – Social care workers and unpaid carers are eligible and for £5.00 can register for 1-year access to special discounts and an officially verified carer ID card.**

- **Midlands Partnership University NHS Foundation Trust and Staffordshire County Council: Cost of Living Useful Resources - links and information for various useful resources**

- [RCN Foundation Benevolent Service](#) **offers nurses, midwives, and healthcare support workers financial hardship grants of up to £500. You do not need to be a member of the RCN to apply, and this will not need to be repaid.**

- [Cavell](#) helps registered nurses, midwives, nursing associates, and maternity support workers, both working and retired, when they are going through tough times. They also signpost to useful links and resources where [international nurses](#) can seek support.

- [Uniform Tax Relief](#) – Health and care staff employed by the National Health Service, private hospitals, local authorities, and independent care providers may claim tax relief if they wear a uniform at work which they wash themselves. [Free uniform tax guide from Moneysavingexpert.com](#).

Legal Frameworks

Care Sector Specific

- [Health and Social Care Act 2008 (Regulated Activities) Regulations 2014](#) ([CQC guidance to regulations for service providers and managers](#))
  - Relevant Regulations
    - 7 Requirements relating to workers
    - 12 Safe care and treatment
    - 17 Good governance
    - 18 Staffing
    - 19 Employment of fit and proper staff
    - 20 Duty of candour

General Employment

- [Employment Rights Act 1996](#): Provides a range of employment rights to workers, such as the right to a written statement of employment particulars and protection against unfair dismissal.
- [National Minimum Wage Act 1998](#): Ensures that all workers, including migrant workers, are paid at least the national minimum wage.
- [Equality Act 2010](#): Protects individuals from discrimination in the workplace and wider society, including discrimination based on race, which can apply to migrant workers.
- [Modern Slavery Act 2015](#): Addresses issues of forced labour and human trafficking, ensuring that migrant workers are not subject to exploitation.
- [Employment Relations (Flexible Working) Act 2023](#): Provides the right of employees and other workers to request variations to particular terms and conditions of employment, including working hours, times, and locations.
- [EU Settlement Scheme](#): Under this scheme, EU, EEA, and Swiss citizens, and their family members, can apply to continue living in the UK after 30 June 2021.
- [Skilled Worker Visa Regulations](#): Govern the process for employers to sponsor non-UK residents to work in specific skilled roles.

General

- Data Protection Act 2018
- UKGDPR/DPA 2018 gives extra protection to criminal offence data (under Article 10)

Immigration Specific / International Recruitment

- [Immigration Act 1971](#): This is the primary legislation controlling immigration to the UK, including the rules around the entry and stay of non-EEA nationals.

- **Immigration and Asylum Act 1999**: This act includes provisions for the management of the asylum process and the enforcement of immigration controls.
- **Immigration, Asylum and Nationality Act 2006**
- **Immigration Act 2016**: Introduces measures to tackle illegal working and incentivize compliance with immigration laws by employers

Code of Practice

The UK Code of Practice for International Recruitment, published by the Department of Health and Social Care, is the set of guidelines and principles that health and social care employers and recruitment agencies in the UK must follow to ensure ethical international recruitment.

Legislation is subject to change. It is recommended to refer to the latest government guidelines or seek legal advice as appropriate.

Summary

Good staff support and wellbeing helps individuals to manage their personal mental health, cope with stress and burnout, and deliver high-quality care and support to service users. Staff will be able to focus on care delivery and how to improve their practice, which will lead to better experiences and outcomes for service users.

"Whoever is happy will make others happy too."   Anne Frank, Diarist

This support pack has reviewed the benefits of supporting staff and promoting their wellbeing and how to identify your support and wellbeing challenges. Ways to support staff and managers have been presented.

Wellbeing has been considered and presented in the following areas:

- **Promoting and supporting staff wellbeing**
- **Wellbeing Resources Available**
- **Recognise and Reward Your Team**
- **Staff Discounts and Benefits**

"Clients do not come first. Employees come first. If you take care of your employees, they will take care of the clients."

Richard Branson, British billionaire, entrepreneur, and adventurer

Feedback

We would welcome your feedback on this support pack and suggestions for any additional content. To access the feedback form you can either scan the QR code below or access the form directly.

Thank you.

For further information, please contact cmdt@staffordshire.gov.uk

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**Staffordshire
Social Care
Workforce**

CMDT
Care Market Development Team