



Recruitment Support Pack

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Introduction

Good recruitment is vital for the quality and sustainability of adult social care services. Ensure you have a dedicated lead for recruitment; this could be yourself or you could delegate this responsibility to a deputy.

With challenges, such as high turnover rates, skills gaps, and an ageing workforce, it is important that social care providers recruit the right people, with the values, attitudes, skills, and knowledge to deliver person-centred and compassionate care.

It's not just about recruiting someone; it's about recruiting the right someone.

If you think it's expensive to hire a professional, wait until you hire an amateur.

Red Adair, American oil well firefighter

Costs and benefits

COSTS - Direct / Indirect

- Job board/Advertising fees
- Screening, assessments,
- Interview costs
- Agency fees
- Management/HR time
- Reduced service quality due to skills gaps/low morale
- Overtime to cover vacancies



BENEFITS - Short / Long Term

- Filling staffing, skills & capacity gaps
- Improving staff morale & wellbeing
- Improving retention issues.
- Reducing staff turnover
- Improving quality
- Enhancing reputation
- Promoting equality & inclusion
- Increasing diversity & innovation
- Building a sustainable & resilient workforce
- Fostering a positive culture and values
- Achieving strategic goals and objectives

This pack focuses on the recruitment process starting with identification of the need to recruit through to the completion of the selection process when the offer of employment is made.

Our Onboarding Support pack will pick up from the employment offer through to successful completion of probation and will be accessed through the CMDT [Workforce Support Packs webpage](#).

Skills for Care links

- [Guide to safe staffing](#)
- [What you need to know about safe and fair recruitment](#)
- [Induction toolkit](#) and [Pre-arrival resources](#)
- Recruitment and retention in adult social care: secrets of success, Learning from employers what works well: [summary infographic](#) and [report](#)
- [Recruitment support](#)
- [Maximise recruitment](#) webinar & resources
- [Nursing recruitment and retention](#)
- [The Care Workforce Pathway](#)
- [Interview: recruitment expert Neil Eastwood shares his top advice](#) and free access to his [Recruitment Masterclass](#)
- [The Care Exchange](#)
 - 4.1 What is your favourite chocolate bar?
 - 4.9 We have a few lifers and don't spend any money on recruitment!

Values Based Recruitment

Using a values-based recruitment approach enables providers to understand the applicants' values, behaviours, and attitudes and to assess if they align with the workplace values, culture, and expectations. This will lead to a wider talent pool, increases in workforce diversity, performance and quality, a better service user experience, lower recruitment costs and increased staff retention.

"Hire character. Train skill"

Peter Scutz, former President and CEO of Porsche AG

Advantages of values-based recruitment over traditional methods include:

- Reduced staff turnover
- Lower sickness and absence rates
- Enhanced job performance and demonstration of key social care values such as respect, empathy, and compassion

Skills for Care have developed a [Values-based recruitment toolkit](#) based on the stages of a values-based recruitment approach, which includes resources and templates for each stage:

- [Articulate](#) - developing, defining, and clearly communicating your workplace values and culture to potential and existing staff
- [Attract](#) - targeting and attracting candidates who share your workplace vision and values
- [Apply](#) - design your application process to ensure that you can shortlist candidates who demonstrate they share your values.
- [Assess](#) - how you use different selection tools to judge whether candidates share your values and are the right people for your roles.
- [Assimilate](#) - how you induct, develop, supervise, and manage staff to ensure they demonstrate your workplace values in their role.

Ask your the people who need care and support what is important to them in terms of their values, behaviours and attitudes, and [involve them in the recruitment process](#).

The Department of Health and Social Care "[Make care your career](#)" campaign encourages people to apply for a career in adult social care. It encourages those with no experience in the sector to consider if they would be a 'good fit' and provides resources for:

- Individuals
 - [Why work in care](#) - hear from people working in various roles

- [Explore job roles](#) - details about different entry level jobs and potential career progression in adult social care
- [Application toolkit](#) - guides to CV writing, cover letters and interviews
- [Job search tool](#)

- Employers
 - [Recruiting social care staff](#) - help to boost recruitment and attract the right candidates, including:
 - Advertise a role on DWP 'Find a Job' - [Instructions](#)
 - [Campaign toolkit](#) - recruitment guide with tips and free downloadable resources

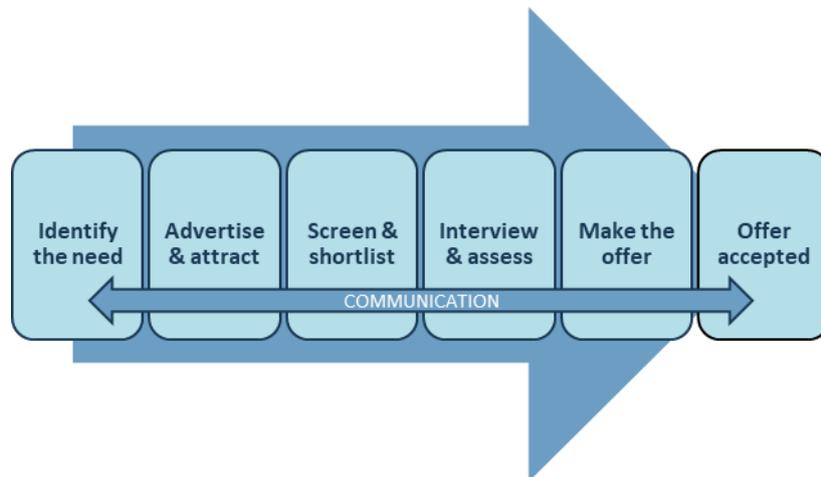
"Embedding values at every stage of recruitment can also contribute to achieving a good and outstanding CQC rating by recruiting and retaining the best staff who will deliver the best quality care." Skills for Care

Skills for Care links

- [Recruiting the right people](#)
- [Values-based recruitment - what does it actually mean?](#)
- [Values based recruitment and retention checklist and action plan](#)
- [Embedding values into job descriptions and person specifications](#)
- Assessing values at the application stage ([video](#)) Right at Home Derby
- [How to use 'A Question of Care: A career for you' as part of your recruitment process](#)
- [How we reduced turnover from 92% to 3% in two years](#)
- [The care exchange podcast:](#)
 - 1.2 Stay connected always
 - 3.7 Power our carers through renewable energy
 - 5.2 Is it a 'hell yes'?

The recruitment process

Recruitment is a multi-faceted process which involves several stages and activities, each of which are crucial for finding and hiring the right candidate.



Identify the need for recruitment

Workforce planning is a good way to assess current and future staffing needs, skills and qualifications required, and the budget and resources available:

- Consider your current staff team and their skills and aspirations. Include a review of your service user dependency analysis and safe staffing levels, staff cover requirements and overtime/agency use
- Identify your future workforce needs
- Assess the gap
- Develop your plan to address the gap

Having a plan will support strategic and proactive recruitment, targeting the right people for the vacancies, supporting development of staff, and succession planning.

Calculate the cost of recruitment. Review your previous recruitment activities, identify what does/does not work well and target your recruitment spending where it will be most effective.

Benchmarking against other services will support your workforce planning in ensuring that you are offering competitive compensation, benefits and working conditions.

Benchmarking methods can include:

- Using the [Adult Social Care Workforce Dataset \(ASC-WDS\)](#)
 - for information and support please see the [CMDT ASC-WDS webpage](#)
- Using Skills for Care workforce intelligence [local recruitment and retention data](#)

- Reviewing job adverts / company websites of similar services or visiting/contacting them
- Attending events organised by sector bodies (e.g. Skills for Care [Staffordshire Registered Managers Network](#) meetings) and CMDT (e.g. our bi-annual Managers Quality Networking Forum)
- Subscribing to newsletters, magazines, blogs, podcasts, or social media channels that share information, insights, and innovations in the social care sector (e.g. [Skills for Care podcast 'The care exchange'](#))
- Joining [peer networks](#) to exchange ideas, experiences, and solutions. Such as the [Staffordshire Registered Managers Network](#), [Facebook group](#) or the local managers WhatsApp group

Skills for Care Locality Managers work with and support providers at a local level, can answer queries on a range of topics (including workforce planning), and connect you with groups, networks, and events. Further information is available through [Skills for Care support in your area](#)

If you have an immediate need for additional staff, you may choose to work with a recruitment agency to source temporary staff. However, it is important to remember that as Registered Manager you are responsible for ensuring that all staff, permanent or temporary, are 'fit and proper' and 'suitably qualified, competent and experienced.' (Health and Social Care Act 2008 (Regulated Activities) Regulations 2014, Regulations 18 & 19).

Ensure appropriate and robust systems and governance when using agency staff. Skills for Care have a useful [Recruiting temporary staff checklist](#) and we recommend that you review their [Guide to safe staffing](#).

Skills for Care links

- [What is workforce planning and why is it important?](#)
- [How to create a workforce plan](#)
- [Operational workforce planning](#)
- [Practical approaches to operational workforce planning - A guide for adult social care providers](#)
- [Interview: how effective workforce planning can support capacity now and in the future](#)
- [Succession planning: talent spotting the stars of our future](#)

Advertise and attract

To enable appointment of the right people you must first target and attract candidates with the appropriate values, behaviours, and attitudes. Design your application process to ensure that you can shortlist candidates who demonstrate they share your values.

Things to consider:

- **Job descriptions and person specifications**
Should be clear and honest. They should outline the main duties, responsibilities, and expectations for the role and the essential and desirable qualifications, skills, and experience
 - Skills for Care - [Job descriptions and person specifications](#)
 - Acas - [Job description templates](#)

- **Application methods**
 - Design your application process to gather the information needed and not to discourage applicants or put them off
 - It is good practice for a formal application form to be used, and guidance is available:
 - [Better Hiring Toolkit](#), which includes a sample application form and an [application form checklist](#)
 - Skills for Care [Application forms - best practice](#)
 - Acas - [Job application form template](#) (not care sector specific)
 - You could use a 2-stage process where candidates send in a short application form, video, CV or letter to demonstrate their interest and values. With those that are invited to interview being required to complete the formal application form with all required information
 - Whichever method is used you must ensure that all required information is gathered to enable safe and fair recruitment, including:
 - applicants full identifying details
 - full employment history, with reasons for gaps and for leaving previous employment
 - education, training and qualifications and date of award
 - declarations regarding
 - professional registrations
 - family/close relationships to existing staff/employer
 - Right to Work in the UK
 - a signed statement stating that they are not on the list of those barred from working with adults at risk and/children; or subject to sanctions imposed by a regulatory body (if relevant to the role applied for) They should also warrant that they were not under investigation for or subject to any disciplinary sanctions in relation to their conduct at the time of their dismissal (and if they were to provide detail)

- details of at least 2 referees, with at least 1 being a professional - current/most recent employer

- Widen your talent pool



Have an open approach and remove barriers preventing the recruitment of talented candidates, look at those that are:

- seeking flexible working, including part time and long-term older staff
- older - we have an aging workforce with 1/3 being aged 50 plus
- younger - [Guidance on employing workers aged 16 and 17](#)
- male - [Why we need to encourage more men to work in social care](#)
- disabled - [Employing disabled workers in adult social care and health: a guide for employers](#)
- with a criminal record - more than 20% of the UK working-age population has a criminal record (Skills for Care, Home Office 2020) - [Safe and fair recruitment guide](#)
- [Funded recruitment and development initiatives](#), including
 - Apprenticeships are a work-based pathway to recruit and develop staff, both new and existing. Our Apprenticeship Support Pack can be accessed through the [CMDT Workforce Support Packs webpage](#).
- seeking a work placement opportunity, such as [Open Door Staffordshire](#)



- Employee referral schemes

Have been evidenced as an effective source of candidates with the right values, who are more likely to stay for longer. [Care Friends](#) is an employee referral app launched in partnership with Skills for Care to support finding and retaining high quality care staff.



- Hyperlocal recruitment

Such as local job fairs, advertising in community spaces (e.g. local cafes, libraries, GP surgeries, job centres) or engagement with local community groups and

social media, targets candidates within your local geographical area and has been identified as having several key benefits including:

- easier for candidates to find work close to where they live, reducing travel time and costs
- attracts those who might not apply through traditional channels, improving diversity and inclusion
- local employees tend to stay longer as they are more invested in their community



- **Candidate service visits**

Facilitating potential applicants an opportunity to visit the service, where appropriate, will enable both parties to consider if they might be right for the role, for example through open days, visits, work experience or shadow shifts



- **Vacancy promotion**

You can promote your vacancies through various channels, such as online, word of mouth, Job Centre Plus, local adverts, local colleges, social media, newspapers, or job fairs. However, it is important to review which channels work best for you so that money is spent to the best effect

- If advertising on your own company website, check that it is set up appropriately for viewing on a mobile device
- Social Care may be a career that someone has yet to consider, and your advert could be their first step:
 - Ensure your service stands out when you advertise. Sometimes the gap between financial incentives is minimal, what makes a service stand out is the commitment to their staff. What can you offer that makes your service stand apart from others? Think about the factors that are within your control, such as those relating to:
 - the role - work-life balance (how you schedule staff - flexible/advance rota planning), workloads and what training and development you can offer
 - relationships - service culture, how managers support and lead their team, relationships with colleagues and clients
 - Be clear on responsibilities and tasks associated with the roles that you advertise, setting clear and honest expectations are a key first step to building trust

- Try to look at the advert from the candidate's perspective and ask yourself "would this job appeal to me?"



- International recruitment

This is another source of candidates, but it is a complex area. If you are considering this route please refer to our International Recruitment Support pack accessed through the CMDT [Workforce Support Packs webpage](#)



- Some tips in attracting young people... and others

- Keep it short, use simple language (avoid academic / corporate language), and focus on your key messages
- Consider use of bullet points, they help information to be easier to understand
- Avoid acronyms
- Use recognised branding
- Marketing images
 - Vary gender / ethnicity of people used
 - Show them doing job tasks, this helps applicants to picture themselves doing the job
- Social media / online
 - Pure black on pure white background is hard to read online, a better choice would be off-white and dark grey
 - You have only a few seconds to hook someone's attention
 - Videos should be to the point, direct and maintain a quick pace...plus clear subtitles as many viewers have sound muted
 - Longer form video platforms are more effective, TikTok is good for awareness raising but has low conversion rates as users typically move onto other videos

Skills for Care links

- [Recruitment checklist: what you need to do when recruiting in social care](#)
- [Why we need to recruit a new demographic into a career in care](#)
- [Getting young people into care careers](#)
- [How we're recruiting younger people into social care](#)
- [Attracting a diverse workforce - Generational differences](#)
- [Positive benefits and Guidance on flexible working approaches](#)
- [Using social media for care recruitment](#)
- [The Care Workforce Pathway / Supporting recruitment and retention](#)
- [Creating cultures that retain staff](#)
- [Embedding values into your application process](#)
- [Embedding values into job descriptions and person specifications](#)
- [Creating the workforce of the future through work placements](#)
- [International recruitment - toolkit and resources](#)
- [The care exchange podcast:](#)
 - 1.6 It's your time to shine
 - 2.9 Young people are the future of social care
 - 2.10 Perfection is the enemy of good enough
 - 3.3 I compare being a care home manager to a football manager
 - 4.1 What is your favourite chocolate bar
 - 4.4 I get most of my success on Sundays

Screen and shortlist

Timing is important, do not delay in assessing the applications or you run the risk that they will go elsewhere.

Use a systematic and consistent approach in selecting those that are most suitable to take forward to interview and assessment. The screening process may also include conducting background checks, such as criminal records, references, and Right to Work. However, these checks would generally be completed following a conditional offer of employment.

- **Initial Screening**
 - Review applications (manually or using technology) and screen out those who do not meet the essential requirements (e.g. specified qualifications/educational achievement, Right to Work, no employment history provided, or lack thereof explained)
- **Shortlisting**
 - Establish your assessment criteria for shortlisting based on the job and person requirements defined in the job description and person specification
 - By including values-based questions in the application process, such as requesting examples of how they have demonstrated specific values, you can assess how they meet your required/desirable values
 - Rate the applications using a scoring system
 - Use a shortlisting matrix to compare applicants
 - Invite the shortlisted candidates for interview and assessment

Use of modern technologies and AI has significant impact for both employers and applicants:

- **Employers**
 - Automating repetitive tasks, such as screening and shortlisting, reduces time in screening applications and allows them to focus on interviewing and engaging with candidates
 - Screening consistency and better able to deal with high volumes of applications
 - Reduced bias provided the system is properly designed
 - A shorter recruitment cycle with positions filled faster
 - Ability to provide quicker feedback to candidates plus automated updates on application progress, thereby improving their overall experience
 - Cost savings

- **Applicants**

- Those familiar with AI technology will use it in their job search and applications. For example, it can help them with keyword analysis, formatting tips, writing supporting statements, finding, and matching to job openings, interview preparation, identifying and addressing skills gaps, managing their different applications, and suggesting networking opportunities and connections to help build relationships
- Some candidates who are more suitable for working in care may be missed or overlooked if they lack the technology skills and confidence, or if they do not use relevant keywords in their application
- Technology will enable candidates to apply for multiple positions simultaneously, creating more competition among employers to recruit good staff

Acknowledge the receipt of all applications and do notify those that are unsuccessful in being called to the next stage, providing feedback where possible.

Skills for Care links

- [Apply](#) - design your application process to ensure that you can shortlist candidates who demonstrate they share your values.
- [Assess](#) - how you use different selection tools to judge whether candidates share your values and are the right people for your roles.
- [Seeing potential - See the person, value the difference](#)

Interview and assess

Invite the shortlisted candidates for an interview and/or an assessment, where they can demonstrate their skills, knowledge, and values. The interview and assessment may be conducted face-to-face, over the phone, or online, depending on the employer and the role.

Be flexible in interview times and locations. Offering a choice of interview times and interview locations that are geographically local to the employment opportunity can improve interview attendance and reduce no shows.

Details of what will happen during the recruitment process should be sent to candidates in advance with any information they need to prepare for the assessments if relevant. Candidates should also be asked if they have any requirements for reasonable adjustments to be made to the assessment day to enable them to participate fully

Consider involving service users and members of your staff team in the assessment process.

Ensure that those involved in the interviews and assessments are appropriately trained and briefed.

- Interviews

Effective recruitment interviews require thorough preparation, structured questioning, active listening, and adherence to legal and ethical standards:

- Preparation
 - Understand the role, familiarize yourself with the job description and requirements
 - Prepare a set of standardized questions to ensure consistency and fairness. Consider a mix of competency-based, situational, and behavioural questions
 - Prepare the scoring criteria and system that you will use
 - Meet with other panel members in advance to agree interview structure and organisation
 - Notify candidates of interview arrangements a few days in advance
- Structure
 - Start with a brief introduction about the company and the role
 - Ask your pre-prepared questions
 - Allow candidates to ask questions and explain the next steps in the process
- Conducting the Interview
 - Ensure the interview setting is welcoming and free from distractions

- Ask some simple questions to put them at ease, such as if they found the interview location easily or if they would like a drink
- Actively listen to candidates' responses and take notes
- Be aware of unconscious biases
- **Legal and Ethical Considerations**
 - Ensure questions do not discriminate based on protected characteristics
 - Ask candidates if they need any reasonable adjustments for the interview
 - Store interview notes and recordings securely and follow data protection regulations
- **Evaluation**
 - Use a scoring system to evaluate candidates
 - Where possible conduct panel interviews to reduce bias and gain different perspectives
- **Follow-Up and feedback**
 - Inform candidates of the interview outcome promptly
 - Offer constructive feedback to candidates, regardless of the outcome
- **Other Assessment Methods**

In addition to traditional interviews there are other methods to assess candidates' suitability, including:

 - **Values-Based**
 - Values-based interviews - assess how they align with your core values through targeted questions
 - Scenario-based questions and behavioural assessments -to evaluate how they would handle real life challenges and how they would react in various situations
 - An example is the [Curious about Care](#) quiz which developed by the University Of York supported by Skills for Care
 - **Psychometric testing**
 - Evaluate personality traits and to assess if they have the right values to work in social care
 - An example is [A Question of Care](#) an interactive video challenge developed by Skills for Care
 - **Skills Assessments**
 - Practical hands-on tests - to evaluate practical skills
 - In tray exercise - to assess prioritisation, time-management, problem solving and decision-making skills
 - Written exercise - to assess comprehension, knowledge (e.g. care standards, regulations, and procedures) and written communication skills

- **Group Activities**
 - To observe their teamwork, leadership, and collaboration skills
- **Roleplay / Service user interaction**
 - To assess how they engage and interact (communication and empathy) and problem-solving abilities
- **Online Assessments**
 - E learning modules to assess ability to learn and apply new information
 - Virtual simulations to evaluate responses to various care scenarios

Skills for Care links

- [How to use 'A Question of Care: A career for you' as part of your recruitment process](#)
- [Assessing values in the selection process - Using different assessment tools](#)
- [Assessment centres - best practice](#)
- [Involving people who need care and support in recruitment and retention](#)
- [The care exchange podcast:](#)
 - 4.2 Would you dance in the rain?
 - 5.2 Is it a 'hell yes'?

Make the offer

Once you have selected the best candidate for the role you should make a conditional offer, pending the outcome of the background checks and references. The offer should include the main terms and conditions of the employment, such as the salary, hours, benefits, and probation period.

Assuming the candidate accepts the conditional offer, you will then move into the onboarding process (See the CMDT Onboarding Support Pack). The contract should be signed by both parties and kept on file.

If they do not accept your offer and there was another applicant assessed as suitable you can make them a conditional offer.

Do not be afraid to not appoint. It is better to have a hole to fill than to employ the wrong person, investing time and money, only to see them leave in a few months or even worse impact negatively on your service users or staff team.

You also want to keep in touch with the candidates who did not make it this time, as they might be suitable for future roles. Show them respect and offer them constructive feedback if you can.

“Your words carry amazing power. So when you speak, make sure you uplift someone and never put them down.”

Unknown

Communication

Communication is the golden thread throughout your recruitment process.



Be clear about required standards of behaviour and the role requirements and expectations. Make sure the job description is robust, well-structured, and easy to understand. Use plain English.

Offer candidates the opportunity to talk with you and ensure you give them a clear understanding of the role and your organisation. Those having realistic expectations of the role will be less likely to leave within the first few months. Answer questions asked promptly and clearly.

Clear communication with candidates from their initial contact is your first step in a building a positive relationship, encouraging their motivation to engage positively throughout the process and into employment.

Ensure communication with all candidates is timely and of good quality.

Acknowledge receipt of applications. Notify those that are unsuccessful, at each stage, offering feedback where possible. Do not alienate potential future applicants, treat them with respect. Good communication and offering feedback will influence their future application decisions.

When inviting successful candidates to the next stage ensure your communications are accurate and provide all the information that the candidates will need.

Remember the assessment process is two way, whilst you are assessing applicants as potential employees, they are assessing you as a potential employer. How you communicate with and treat candidates will impact on their decision to accept any offer made or to apply to you in the future. It may also influence other potential candidates through negative or positive word of mouth. Treating all applicants well and ensuring good communication and engagement will help you in promoting a positive image and in attracting high quality candidates.

“The single biggest problem in communication is the illusion that it has taken place.”

George Bernard Shaw

Recruitment platforms

Before you pay to advertise your vacancies are you utilising the recommended free recruitment platforms and associated support that is available to you?

- Regional
 - Staffordshire Jobs & Careers website
 - [Staffordshire Jobs & Careers](#) is a website managed by Staffordshire County Council (SCC) Employment Brokerage Team which hosts Staffordshire jobs, training opportunities and apprenticeships in one place with a search facility
 - Staff vacancies can be advertised for free, uploaded via [Adzuna \(Adzuna Portal FAQs for Employers\)](#), and the team of Employment Brokers will be able to offer advice and support with recruitment needs
 - [Open Door Staffordshire](#) a structured work placement programme, supporting jobseekers to develop skills and experience and to move into paid employment
- National
 - Department of Health and Social Care (DHSC)
 - The DHSC's national recruitment campaign, '[Make care your career](#)', aims to raise the profile of the adult social care sector as a rewarding and stimulating place to work, and support the existing recruitment efforts undertaken by the sector to help care providers recruit the dedicated staff they need
 - The [Adult Social Care Recruitment Guide](#) was produced as part of this campaign. This toolkit contains ideas on how to strengthen your recruitment strategy and includes free downloadable resources and tips on how to use them
 - We recommend that you [advertise staff vacancies](#) on the campaigns [social care jobs page](#). There is a [one-page PDF guide](#) to support you with how to do this
 - Department for Work & Pensions (DWP) and Job Centre Plus
 - "[Find a job](#)" is a free service from the DWP where you can post your job vacancies. Use the term "social care" in the job description and/or job title and it will also be visible to the DHSC made with Care job search (see above). If you need help registering or posting your vacancies, please refer to their [Employer help and advice](#)

- Jobcentre Plus provide help for recruiters. Contact their [Employer Services Line](#) for advice on recruiting staff from their Employer Adviser team
Our [Local DWP & Job Centre Plus Contacts](#) across Staffordshire may also provide you with assistance in recruitment, including the use of interview rooms.

Sources of guidance and resources

National

- **UK Government**
 - Gov.uk, DWP and Jobcentre Plus
 - Employing people / [Recruitment and hiring](#), including:
 - [Employ someone: step by step](#)
 - [Using a recruitment agency to find staff](#)
 - [Jobcentre Plus help for recruiters](#)
 - [Advertise a job - Find a job service](#)
 - [Recruitment advice and support](#)
 - [Employers: preventing discrimination](#) in recruitment
 - [Reasonable adjustments for workers with disabilities or health conditions](#)
 - Recruitment and disabled people:
 - [Reasonable adjustments](#) to the recruitment process and after a job offer
 - [Encouraging applications](#)
 - The Government operates various schemes that practically and financially helps support employment among people experiencing ill health:
 - [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 get or stay in work if they have a physical or mental health condition or disability.
 - [Adjustment Passport](#)
To support transitions into employment. Access to Work is supporting a series of Adjustment Passport pilots. The passport will provide a living document of workplace adjustments, reduce the need for assessments, support the holder to have confident conversations about their disability and adjustments. The pilot should actively raise awareness of Access to Work.
- [Skills for Care](#)
Sector skills agency for adult social care in England. Relevant guidance and resources include:
 - [Recruitment support](#)

- [Safe and fair recruitment - A guide to carrying out effective pre-employment checks in social care](#)
- [The Care Workforce Pathway](#)
- [Nursing recruitment and retention](#)
- [International Recruitment](#)
- [Induction](#)
- [Top tips for adult social care workforce retention](#)

- [Better Hiring Institute](#)
Works with the UK Government to improve hiring practices across various sectors in the UK, including adult social care. In collaboration with Skills for Care, the Disclosure and Barring Service and safeguarding experts it has produced a best practice toolkit that provides guidance to ensure safer recruitment practices
 - [Better Hiring Toolkit - Care sector](#)

- [Care Quality Commission](#)
CQC is the independent regulator of health and adult social care in England
 - [Guidance and regulation](#)

- [ACAS \(Advisory, Conciliation and Arbitration Service\)](#)
Provides free, impartial advice to employees/employers on workplace rights, rules and best practice and offer training and help to resolve disputes.
 - [Advice on employment law and good practice](#)
 - [Recruitment and job applications](#)
 - [Training](#)
 - [Recruitment and retention](#)

- [Centre for Ageing Better](#)
Works with the government and employers to support people over 50 to be in work.
 - [Good Recruitment for Older Workers \(GROW\): A new toolkit](#) with tools to reduce age bias in the recruitment process, including:
 - [Create an inclusive job advert](#)
 - [Create an interview invitation and scheduling form](#) - templates to convey key information thereby increasing applicant confidence and process reassurance for applicants lacking recent experience in recruitment processes
 - [How to talk about flexible working with candidates during recruitment](#)

- [Chartered Institute of Personnel and Development \(CIPD\)](#)
Professional body for HR and people professionals, which offers resources and support to help members with their recruitment processes.

- [Equality and Human Rights Commission](#)
An independent body that promotes and enforces equality and human rights laws and can provide recruitment support in areas including guidance on equality laws, best practice for inclusive recruitment and training/resources regarding legal obligations.

Regional

- [West Midlands Care Association](#)
A member care association offering support services for all types of care providers across the West Midlands, including:
 - Advice and information
 - Free legal helpline
 - Free HR helpline
 - Discounted DBS
 - Recruitment support - [Proud to Care West Midlands](#)
 - Discounts on online job adverts
- [West Midlands Social Care International Recruitment Hub](#)
Provides information, advice, and guidance on international recruitment to the adult social care sector.

Local

- **Staffordshire County Council**
 - [Care Market Development Team \(CMDT\)](#)
The team support Staffordshire's care organisations to recruit, keep and develop highly skilled staff, so that our residents receive the best care possible
 - [Workforce Support Packs](#), including International Recruitment Support Pack
 - [Recruitment and Retention](#) webpage
 - [International Recruitment Support Information for Employers](#) webpage
 - **Employment Brokerage Team**
Hosts Staffordshire jobs, training and placement opportunities and apprenticeships on the [Staffordshire Jobs & Careers](#) website and their team of Employment Brokers can offer advice and support with recruitment needs
- [Staffordshire Care Association \(sarcp\)](#)
A member care association representing and supporting adult social care services in Stoke and Staffordshire.

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
 - 17 Good governance
 - 18 Staffing
 - 19 Employment of fit and proper staff
 - 20 Duty of candour

General Employment

- [Employment Rights Act 2025](#): Introduces reforms including new rights for zero-hours workers, strengthened protection against unfair dismissal, day-one eligibility for parental and paternity leave, enhanced Statutory Sick Pay without waiting periods or earnings thresholds, significant updates to collective redundancy rules to ensure better consultation and protection, and the establishment of a new Fair Work Agency to oversee and enforce core employment rights.
- [Employment Rights Act 1996](#): Provided 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 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.
- [TUPE \(Transfer of Undertakings \(Protection of Employment\) Regulations 2006\)](#) protects employee rights when a business, part of a business, or service transfers to a new employer in the UK.

General

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

Legislation is subject to change. It is recommended to refer to the [latest government guidelines](#) or seek legal advice as appropriate.

Summary

Effective recruitment is essential for delivering high quality and person-centred care. By attracting and retaining the right staff, care services can reduce turnover, improve staff morale, provide continuity of care, and help to create a positive work culture that values diversity, inclusion, and learning.

"People are not your most important asset. The right people are."

Jack Welch, Former CEO and chairman of General Electric

This support pack has reviewed the tools and resources available to care providers.

Information has been considered and presented in the following areas:

- Values Based Recruitment
- The recruitment process
 - Identify the need
 - Advertise and attract
 - Screen and shortlist
 - Interview and assess
 - Make the offer
 - Communication
- Recruitment platforms
- Sources of guidance and resources
 - National
 - Regional
 - Local
- Legal frameworks

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](#).



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