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Ending Homelessness Outcome Framework: Workforce Survey

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Ending Homelessness Outcome Framework: Workforce Survey Findings

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Views expressed in this report are those of the researcher and not necessarily those of the Welsh Government

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1. Introduction

- 1.1 This report sets out the findings from a workforce survey conducted with individuals who deliver support services and activities for individuals experiencing, or at risk of experiencing, homelessness in Wales. The survey was developed by the Welsh Government to inform the Ending Homelessness Outcomes Framework (Welsh Government, 2024)¹, to help to measure progress against the long-term outcomes for homelessness and housing support workforce.
- 1.2 The survey covers the following outcomes:
- Homelessness, housing, and housing support staff feel valued, supported and recognised for their skills and experience.
 - Homelessness, housing and housing support staff have the support, time, and are skilled and confident in delivering person-centred trauma-informed support.
 - Homelessness, housing and housing support staff recruitment and retention meets the housing-related support needs of people in Wales.

¹ [Ending Homelessness Outcomes Framework | GOV.WALES](#)

2. Methodology

- 2.1 This survey was aimed at all individuals whose role (including managerial) delivers services or activities that either prevents people from experiencing homelessness or stabilises their housing situation; or supports people who experience homelessness to access accommodation, including finding and maintaining settled accommodation. This included all staff within local authorities, housing associations or third sector organisations who deliver support services and activities for individuals experiencing, or at risk or experiencing, homelessness.
- 2.2 Survey questions were designed by the Welsh Government's Housing Research Team in consultation with the homelessness prevention policy team and external stakeholders within Cymorth Cymru and Community Housing Cymru. This process began in Summer/Autum 2022 and questions were finalised in October 2023 (see Annex A for full questionnaire).
- 2.3 Introductory text to the survey made participants aware that all of their responses would be anonymous. Participants were also made aware that any potentially identifying data that they provided in their responses would be removed prior to publication.
- 2.4 The survey was delivered using the online survey software Smart Survey. The online survey contained both a Welsh and English language option. The survey was opened to responses 20th November 2023 and closed to responses on 15th January 2024. The survey was disseminated by external partners in Cymorth Cymru, Community Housing Cymru, and Local Authorities through their existing communication channels. During this time, a total of 400 responses were recorded.
- 2.5 Officials in the Welsh Government's Housing Research Team analysed and reported the data. Following the closing of the survey, the response data was downloaded. The data was then uploaded into excel. Responses were filtered to ensure only respondents who met the qualifying criteria of working of working within the homelessness and housing support workforce in Wales and completed the survey would be included in the analysis. 303 responses

met these criteria and were included in the analysis. A descriptive analysis was performed on the quantitative data by the housing research team using excel pivot tables. A thematic analysis was also performed by the housing research team on the free text responses provided in the survey.

3. Respondents summary

3.1 Total qualifying responses: 303

Table 1. Breakdown of responses by employer organisation

Organisation	No. Responses	% Responses
Third Sector	92	30.7
Local Authority (Homelessness)	66	24.3
Local Authority (Housing)	73	22.0
Housing Association	69	23.0
Total	300	100

Table 2. Breakdown of responses by participant role

Role	No. Responses	% Responses
Frontline Worker	153	50.5
Manager/Senior Leader	101	33.6
Mentor	4	1.3
Project Officer/Worker	8	2.7
Admin/Office	24	8.0
Support Worker	10	3.3
No Answer	1	0.3
Total	301	100

4. High-level quantitative findings

Outcome 1: Value, support, and recognition

Table 3. I am valued for my skills and experience by...

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
My manager (<i>n</i> =298)	2.3%	1.7%	8.1%	38.9%	49.0%
My organisation (<i>n</i> =299)	2.3%	7.7%	18.1%	41.8%	30.1%
Professionals from other public services - (<i>n</i> =297)	1.3%	5.4%	21.5%	51.9%	19.9%

Table 4. I am supported in my role by...

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
My manager (<i>n</i> = 299)	2.7%	2.0%	7.7%	34.1%	53.5%
My organisation (<i>n</i> =298)	2.4%	4.4%	17.1%	45.3%	30.9%
Professionals from other public services - (<i>n</i> =295)	1.4%	4.8%	27.8%	53.2%	12.9%

4.1 Questions relating to how respondents felt they were valued for their skills and experiences and supported in their role were all most frequently responded to positively. Four out of six statements within these two questions were most frequently answered 'Agree'. The two statements concerning how participant's felt they were treated by their managers were most commonly responded to with 'Strongly Agree'.

Table 5. I am appropriately recognised and rewarded for my performance....

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Within my organisation (n= 298)	7.7%	13.1%	26.2%	38.9%	14.1%
Compared to similar roles in the sector (n=294)	6.5%	17.3%	37.8%	29.3%	9.2%
Compared to similar roles in other sectors (n=294)	9.2%	20.7%	38.8%	24.5%	6.8%

Table 6. I am appropriately recognised and rewarded for my level of responsibility...

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Within my organisation (<i>n</i> = 294)	8.2%	18.0%	33.7%	28.9%	11.2%
Compared to similar roles in the sector (<i>n</i> = 289)	6.9%	15.9%	46.7%	23.5%	6.9%
Compared to similar roles in other sectors (<i>n</i> = 286)	9.1%	20.3%	46.2%	18.2%	6.3%

- 4.2 For the six statements regarding if participants felt they were being ‘appropriately recognised and rewarded’ for their level of responsibility or for their performance, five were most frequently answered ‘Neither Agree nor Disagree’. The statement relating to the individual’s feeling rewarded for performance by their organisation was most frequently answered ‘Agree’.
- 4.3 Participants most frequently responded with ‘Agree’ to all statements concerning if they felt that their job had a positive impact on their sense of well-being.

Table 7. Regarding vicarious trauma in the housing and homelessness sector, please rate the following statements:

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Vicarious trauma can occur as a result of my job (n=297)	1.4%	3.7%	10.1%	56.1%	28.7%
I feel supported by my organisation to deal with the impact of vicarious trauma (n=296)	3.4%	11.5%	20.5%	46.5%	18.2%

4.4 When asked about vicarious trauma, respondents most commonly agreed both that vicarious trauma² can occur as a result of their job and that they felt supported to deal with the impacts of vicarious trauma.

² Vicarious trauma (also known as secondary trauma) can occur when repeatedly hearing the details of traumatic events experienced by the people you are supporting. This can result in experiencing emotional distress, intrusive thoughts, avoidance or detachment, and/or hypervigilance.

Outcome 2: Person-centred trauma-informed support

Table 8. Reflective Practice

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I am encouraged to engage in regular reflective practice (n=297)	4.4%	14.1%	18.2%	43.1%	20.2%
I have the time to engage in regular reflective practice as part of my role (n=296)	7.1%	24.3%	19.3%	38.2%	11.1%

4.5 The largest percentage of respondents ‘Agreed’ with the view that they are encouraged to take part in regular reflective practice and that they have enough time to undertake this reflective practice within their role.

Table 9. Person-centred trauma-informed support (PCTIS)

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I understand the principles of PCTIS (<i>n</i> =296)	2.7%	9.1%	11.8%	53.0%	23.3%
I use a PCTIS approach in my work (<i>n</i> =296)	2.4%	9.5%	23.0%	45.3%	19.9%
Managers in my organisation champion PCTIS (<i>n</i> =295)	4.4%	15.6%	26.1%	33.9%	20.0%
I can access training around PCTIS (<i>n</i> =297)	3.7%	13.1%	23.9%	40.4%	18.9%
I am encouraged to undertake training related to PCTIS (<i>n</i> =295)	3.7%	13.6%	28.5%	34.9%	19.3%
I am able to confidently apply the principles of PCTIS (<i>n</i> =297)	3.4%	13.1%	25.6%	40.7%	17.2%

4.6 Person-centred trauma-informed support is an approach to providing support that is grounded in the understanding that trauma exposure can impact an individual’s neurological, biological, psychological and social development and seeks to prevent re-traumatisation. All statements regarding Person-centred trauma-informed Support were most frequently responded to with ‘Agree’ by respondents.

Outcome 3: Recruitment and retention

Table 10. Working Conditions

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I am proud to tell others I work in the homelessness and housing support sector (n=296)	0.7%	5.1%	13.2%	46.3%	33.1%
My organisation respects the individual differences of workers (n=296)	2.7%	5.1%	13.2%	45.3%	34.1%
I am treated fairly at work (n=295)	1.7%	6.1%	9.1%	51.2%	31.9%

Table 11. Professional Development

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
There are sufficient opportunities for me to develop my career (n=296)	5.7%	14.9%	18.6%	41.9%	18.9%
The process for career development is fair (n=295)	6.4%	10.9%	25.4%	41.0%	16.3%
I am able to take the right learning and development opportunities when I need to (n=296)	2.7%	8.1%	16.6%	53.4%	19.3%
I am coached regularly to support my learning (n=295)	4.4%	15.6%	23.4%	38.6%	18.0%
Learning and development activities I have completed in the last year have improved my performance (n=293)	4.4%	7.9%	19.5%	47.4%	20.8%
Learning and development activities I have completed while working for my organisation help me to develop my career (n=296)	4.1%	6.8%	23.0%	42.6%	23.7%

4.7 All statements regarding working conditions and professional development were most commonly answered with the option ‘Agree’ by participants.

5. Key quantitative differences between groups

Table 12. Frontline workers responses: I am valued for my skills and experience by...

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
My manager (<i>n</i> =152)	3.3%	2.0%	9.9%	36.2%	48.7%
My organisation (<i>n</i> =151)	2.7%	8.6%	19.9%	38.4%	30.5%

Table 13. Managers/senior leaders responses: I am valued for my skills and experience by...

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
My manager (<i>n</i> =99)	1.0% (<i>n</i> =1)	1.0% (<i>n</i> =1)	4.0% (<i>n</i> =4)	44.4% (<i>n</i> =44)	49.5% (<i>n</i> =49)
My organisation (<i>n</i> =101)	1.0% (<i>n</i> =1)	5.0% (<i>n</i> =5)	10.9% (<i>n</i> =11)	51.5% (<i>n</i> =52)	31.7% (<i>n</i> =32)

- 5.1 Both managers/senior leaders and frontline workers most frequently responded agree or strongly agree to statements regarding feeling valued by their managers and organisation.
- 5.2 A notably larger percentage of frontline workers provided neutral or negative responses to statements of being valued regarding their managers (15.2 per

cent) and organisations (31.2 per cent) than managers/senior leaders (6 per cent and 16.9 per cent respectively).

Table 14. Frontline workers in Local Authority (housing) responses: I am valued for my skills and experience by...

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
My organisation (n=29)	0.0% (n=0)	24.1% (n=7)	37.9% (n=11)	20.7% (n=6)	17.2% (n=5)

5.3 Frontline Workers within Local Authority housing roles more commonly provided either neutral or negative responses (62 per cent) than frontline workers in other organisations.

Table 15. Managers/senior leaders in Local Authority (housing) responses: I am valued for my skills and experience by...

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
My organisation (n=21)	0.0% (n=0)	9.5% (n=2)	9.5% (n=2)	47.6% (n=10)	33.3% (n=7)

5.4 Managers /senior leaders in Local Authorities responded more frequently in positive terms (Agree or Strongly Agree) to statements concerning their perception of feeling valued by their organisation (80.9 per cent) in comparison with frontline workers employed by Local Authorities (37.9 per cent).

Table 16. Managers/senior leaders responses: I am appropriately recognised and rewarded for my level of responsibility...

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Within my organisation (n= 96)	4.2% (n=4)	22.9% (n=22)	27.1% (n=26)	34.4% (n=33)	11.5% (n=11)
Compared to similar roles in the sector (n= 95)	5.3% (n=5)	16.8% (n=16)	41.1% (n=39)	31.6% (n=30)	5.3% (n=5)

Table 17. Frontline workers responses: I am appropriately recognised and rewarded for my level of responsibility...

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Within my organisation (n= 151)	9.9%	14.6%	39.1%	26.5%	9.9%
Compared to similar roles in the sector (n= 147)	6.8%	15.7%	53.1%	18.4%	6.1%

5.5 Managers/senior leaders provided a larger percentage of positive responses ('Agree' or 'Strongly Agree') to statements regarding being appropriately recognised and rewarded for their level of responsibility both within their organisation (45.9 per cent) and compared to others within their sector (36.9 per cent) than frontline workers (36.4 per cent and 24.5 per cent respectively)

Table 18. Managers/senior leaders in third sector responses: I am appropriately recognised and rewarded for my level of responsibility...

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Compared to similar roles in other sectors (n= 30)	13.3% (n=4)	33.3% (n=10)	36.7% (n=11)	16.7% (n=5)	0.0% (n=0)

5.6 Managers/senior leaders in the third sector provided a larger percentage of negative responses (either ‘Disagree’ or ‘Strongly Disagree’) for the statement regarding feeling appropriately recognised and rewarded for their level of responsibility (46.6 per cent) than managers and senior leaders in other organisations.

Table 19. Frontline workers in Local Authority (housing) responses: I am appropriately recognised and rewarded for my level of responsibility...

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Within my organisation (n= 29)	13.8% (n=4)	27.6% (n=7)	37.9% (n=11)	17.2% (n=5)	3.5% (n=1)
Compared to similar roles in the sector (n= 28)	10.7% (n=3)	25.0% (n=7)	42.9% (n=12)	17.9% (n=5)	3.6% (n=1)
Compared to similar roles in other sectors (n= 28)	14.3% (n=4)	25.0% (n=7)	39.3% (n=11)	17.9% (n=5)	3.6% (n=1)

5.7 Frontline workers who identified as working within housing roles in a local authority provided the largest proportion of negative responses to all three statements concerning feeling appropriately recognised and rewarded for their level of responsibility than frontline workers in any other organisation.

Table 20. Housing association responses: Working within the homelessness and housing support sector has positively impacted my sense of wellbeing...

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
In work (n= 66)	3.0% (n=2)	15.2% (n=10)	19.7% (n=13)	37.9% (n=25)	24.2% (n=16)
Outside of work (n= 65)	3.1% (n=2)	12.3% (n=8)	29.2% (n=19)	36.9% (n=24)	18.5% (n=12)
Overall (n= 67)	3.0% (n=2)	13.4% (n=9)	23.9% (n=16)	38.8% (n=26)	20.9% (n=14)

Table 21. Third Sector responses: Working within the homelessness and housing support sector has positively impacted my sense of wellbeing...

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
In work (n= 92)	1.1% (n=1)	14.1% (n=13)	25.0% (n=23)	50.0% (n=46)	9.8% (n=9)
Outside of work(n= 91)	1.1% (n=1)	15.4% (n=13)	34.1% (n=31)	40.7% (n=37)	8.8% (n=8)
Overall (n= 90)	1.1% (n=1)	14.4% (n=13)	28.9% (n=26)	44.4% (n=40)	11.1% (n=10)

5.8 In comparison with Local Authority Housing and Local Authority Homelessness workers, a greater percentage of respondents from Housing Associations and Third Sector organisations responded in positive terms (either 'Agree' or 'Strongly Agree') to the three statements concerning the impact of their role on their well-being.

Table 22. Local Authority (housing) responses: Person-centred trauma informed support (PCTIS)

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I understand the principles of PCTIS (n=64)	3.1% (n=2)	29.7% (n=19)	18.8% (n=12)	39.1% (n=25)	9.4% (n=6)
I use a PCTIS approach in my work (n=65)	3.1% (n=2)	24.6% (n=16)	35.4% (n=23)	29.2% (n=19)	7.7% (n=5)
Managers in my organisation champion PCTIS (n=65)	9.2% (n=6)	26.2% (n=17)	38.5% (n=25)	23.1% (n=15)	3.1% (n=2)
I can access training around PCTIS (n=65)	3.1% (n=2)	24.6% (n=16)	41.5% (n=27)	26.1% (n=17)	4.6% (n=3)
I am encouraged to undertake training related to PCTIS (n=65)	3.1% (n=2)	29.2% (n=19)	41.5% (n=27)	21.5% (n=14)	4.6% (n=3)
I am able to confidently apply the principles of PCTIS (n=65)	3.1% (n=2)	26.2% (n=17)	36.9% (n=24)	26.2% (n=17)	7.7% (n=5)

5.9 In comparison with workers from other organisations, respondents who identified as working in housing roles in Local Authorities responded in noticeably less confident terms when it came to the use of PCTIS.

Table 23. Local Authority (homelessness) responses: Learning and development

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I am coached regularly to support my learning (<i>n</i> = 73)	5.5% (<i>n</i> =4)	26.0% (<i>n</i> =19)	23.3% (<i>n</i> =17)	28.8% (<i>n</i> =21)	16.4% (<i>n</i> =12)

5.10 Respondents who worked in homelessness sectors of a Local Authority responded negatively (either ‘Disagree’ or ‘Strongly Disagree’) more frequently to the statement regarding being coached to support their learning (31.5 per cent) than respondents in other organisations.

6. Qualitative findings

Outcome 1: Value, support, and recognition

Funding and pay

- 6.1 One common theme across responses to the question 'Do you have any additional comments for how you are valued, supported, and/or recognised in your role?' was issues concerning money. Respondents highlighted issues concerning low salary levels, inequality of pay within the sector, and, in comparison to other sectors, inadequate funding to support the sector.

Retention of workforce

- 6.2 Poor staff retention and its negative impact on the sector's capacity were cited as issues by some respondents. Various factors were identified as causes of high staff turnover, including: job insecurity due to non-permanent contracts within some organisations; low salaries which makes the sector unattractive in comparison with other sectors, particularly during the current cost-of-living crisis; and inadequate support for staff within some organisations.

Workforce experience

- 6.3 The lived experience of working within the sector was another common theme amongst respondents. Within this theme, the topic of workloads was frequently brought up with many respondents feeling current workloads and expectations on staff are currently too high. In addition to noting that workloads are excessive, respondents also reported that staff wellbeing is negatively impacted by high workloads and the difficult nature of roles in sector. Some believe workload pressures to be being extenuated by current housing stock issues and the cost-of-living crisis. Respondents also referenced/reported issues that extend beyond their role. These issues included staff relying on foodbanks and the risk of homelessness owing to poor pay within the sector, even for those with full-time roles. However, there were some positive comments made by respondents who believe their organisation promotes a healthy work-life balance and supports their well-being.

Working environment

- 6.4 Respondents noted a number of common issues in relation to the working environment. A number of participants mentioned feeling positively supported within their organisation and within their role. However, there were also some participants who stated that they felt inadequately supported within their role and organisation. Two respondents mentioned feeling isolated when working at home due to a lack of effort within the organisation to check-up on staff when they were not in the office. Several respondents noted the existence of a supportive culture within their organisation which supported staff morale and allowed staff to provide the best possible service they could. Other respondents reported a more negative culture within their organisation. One respondent stated that ethnic minorities did not receive equal access to opportunities within their organisation. Another respondent claimed that staff were valued in accordance with their productivity rather than as individuals.

Workforce value

- 6.5 There was a large divide between participants in their responses concerning how they felt valued within their role. Responses concerning value involved feeling valued, recognised, and respected for the role they were undertaking. There was a mostly equal split between positive and negative responses within this theme, showing no overall patterns to suggest if the homelessness and housing workforce feel valued for the work they carry out. A large percentage of respondents, however, stated that they may have felt valued by one group, such as their organisation, but not overall when considering how they were valued by the wider sector.

Management

- 6.6 Many of the responses contained comments concerning management within the participant's organisation. A number of these responses were positive when it came to managerial support. However, a large portion of these responses referred to iniquitous promotion practices to managerial level and incompetence at managerial level.

Outcome 2: Person-centred trauma-informed support

Person Centred Trauma Informed Support (PCTIS) Usage

- 6.7 Enablers and preventors of PCTIS use and implementation of practices were common themes amongst responses. Responses discussing successful usage of PCTIS within an organisation related to the perception of it being important or essential within their work. However, a larger proportion of the responses related to lack of actual implementation of PCTIS practices. Two respondents made reference to insufficient funds to support the cost of training and implementation as being the reason for PCTIS' lack of use. Other responses cited the lack of support for PCTIS, including from management and the organisation as a whole.

PCTIS skills

- 6.8 Multiple respondents also raised issues concerning how much of the workforce had the appropriate skills to facilitate the implementation of PCTIS. Respondents cited issues connected to the lack of knowledge amongst the workforce concerning what PCTIS is and how it should be effectively implemented. Some participants even reported that they had never heard of PCTIS before. Others noted issues concerning the lack of PCTIS training provided by their organisation.

Organisational culture

- 6.9 Many of the responses contained comments relating to the culture and environment within the respondent's organisation. One respondent provided a comment saying PCTIS was highly valued within their organisation. However, more respondents provided comments suggesting that implementing PCTIS was given little importance or explicit focus within their organisation. Some respondents also expressed the view that PCTIS is not given priority when carrying out work within their organisation when other priorities or processes conflicted with or made the use of PCTIS difficult it would simply be dropped. One individual commented that within their organisation they felt that figures were considered to be more important than individuals.

Outcome 3: Recruitment and retention

Funding and pay

- 6.10 A large proportion of the responses provided to the question ‘Do you have any additional comments on the ability of your organisation to recruit, retain or develop staff?’ raised issues concerning salaries within the sector. Many respondents expressed the view that low pay combined with the difficulty of the jobs within the sector makes it difficult to attract new talent to the sector. Respondents also reported that low pay in comparison with other sectors made staff retention difficult, as staff are leaving in favour of the higher wages available in other sectors. Participants also expressed the view that a lack of funding for the sector was making it difficult to award the pay increases necessary to recruit and retain staff.

Workforce experience

- 6.11 One recurring theme amongst responses was that the lived experience of the role is one of the barriers to successful retention of staff within the sector. Some participants suggested that high workloads and difficulty of the roles within their organisation or the sector were making it difficult to recruit and retain staff within the homelessness and housing support workforce. Some participants also discussed the pressure that the staff are under to provide effective services within insufficient resourcing as a reason for poor staff retention. Several participants stated that greater clarity when it comes to roles and responsibilities is necessary to improve staff recruitment and retention. Lack of access to learning, development and career opportunities was also mentioned by a number of respondents as a contributing factor when it came to poor staff retention. Another issue raised by several individuals was the lack of job security due to non-permanent contracts which makes jobs within these organisations unattractive.
- 6.12 Several participants responded with positive comments about their organisation’s culture when it came to the treatment of staff and its positive impact on staff retention. These comments noted the importance of a supportive environment, with one respondent quoting a ‘family feel’ within their organisation. Another participant expressed the view that their

organisation is innovative when it comes to staff recruitment in a sector where recruitment is difficult. However, a large majority of comments were criticising the culture of their organisations and highlighting related issues, as important reasons for poor staff retention. These issues include inadequate support for staff, staff not feeling valued, and poor-quality managers. Inequality within organisations was also brought up by multiple participants, who suggested that development and promotion in some organisations is not linked to performance and merit. Unequal access to new job opportunities and development opportunities was also noted by respondents.

Final comments themes

- 6.13 Respondents were given the opportunity to provide final comments at the end of the survey that they thought were relevant to the purpose of this survey. These responses are summarised here and echo many of the issues raised in the earlier questions of the survey.

Funding and pay

- 6.14 Funding and remuneration were cited in negative terms by a large percentage of respondents in. The specific issues were the same as identified within the previous questions, these issues include inadequate salary for workers in the sector and insufficient funding to support organisations to effectively resolve the issues faced by clients. One participant also again highlighted the fact that some workers in this sector are facing the threat of homelessness themselves.

Workforce recruitment and retention

- 6.15 A number of respondents highlighted the importance of issues concerning recruitment and retention within the sector. Several participants emphasised the issue of high staff turnover within the sector, with one participant pointing out the effect this has on the service provided to clients. The struggle to recruit new and younger talent into the sector was also noted in the responses.

Workforce value

- 6.16 The value of the workforce in society and for creating change was another theme identified within the responses to this final question. Two participants suggested that strengthening the sector's workforce is essential to creating effective action toward ending homelessness. Other respondents provided comments suggesting they felt valued for the work that they do. However, a larger percentage of participants provided comments suggesting that the workers in this sector are undervalued by either their organisation, the government, or the wider community.

Organisational culture

- 6.17 Respondents provided mixed reports on the culture of their organisations and the sector as a whole. Some respondents contributed positive comments concerning the quality of their team and how this positively impacts upon the culture within their organisation and the service they provide. There were several comments concerning how participants felt their managers supported them to complete their work. However, there was also a comment calling for a restructure of management within a respondent's organisation due to perceived incompetency. Another participant also commented they felt managers are currently subject to unfair criticism from workers owing to pressures external to the organisation which are restricting capacity for change. Several participants also commented that they did not feel that their organisations were making adequate training available to support the continued development of the workforce. One participant also commented that they felt the workers were seen as 'just a number'.

Workforce experience

- 6.18 A number of participants commented on the large workloads that workers in the sector are currently facing and the pressure that this is creating. Relatedly, a number of participants also made comments concerning the negative impact that working in this sector is having on some staff. Two participants also mentioned feeling a lack of support at work. However, two other participants mentioned feeling very supported within their organisation. The issue of job insecurity was referenced again in this question. Several

respondents also mentioned the love they have for their job and stated that they enjoy their work.

Reference section

Welsh Government, 2024. *Ending Homelessness Outcomes Framework*, s.l.: Welsh Government.

Annex A

Ending Homelessness Outcomes Framework: Workforce Survey

Introductory text

This survey is aimed at all individuals whose role (including managerial) delivers services or activities that either prevents people from experiencing homelessness or stabilises their housing situation; or supports people who experience homelessness to access accommodation, including finding and maintaining settled accommodation.

This includes all staff within local authorities, housing associations or third sector organisations who deliver support services and activities for individuals experiencing, or at risk or experiencing, homelessness.

The survey outputs will be used as an input into Welsh Government's Ending Homelessness Outcomes Framework, to help to measure progress against the long-term outcomes for homelessness and housing support workforce.

Your feedback will be anonymous. This survey does not require you to provide any personal data. Any potentially identifying information you choose to provide will be removed prior to the publication of results.

Section 1: Screening & Demographic

Language preference

	English	Welsh
Would you like to respond to this survey in English or in Welsh?		

Eligibility

	Yes	No
Do you currently work in the homelessness and housing support sector in Wales?		

Organisation type

	Third sector	Local Authority (housing support)	Local Authority (homelessness)	Housing association
What type of organisation do you work for?				

Role

	Frontline worker (with a caseload)	Manager/ senior leader	Other
What is your current role within the organisation?			

Section 2: Outcome 1

I am valued for my skills and experience by...

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
My manager					
My organisation					
Professionals I interact with in other public services					

I am supported in my role by...

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
My manager					
My organisation					
Professionals I interact with in other public services					

I am appropriately recognised and rewarded for my performance....

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Within my organisation					
Compared to those doing similar roles within my sector					
Compared to those doing similar roles in other sectors					

I am appropriately recognised and rewarded for my level of responsibility ...

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Within my organisation					
Compared to those doing similar roles within my sector					
Those doing similar roles in other sectors					

Working within the homelessness and housing support sector has positively impacted my sense of wellbeing...

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
When at work					
Outside of work					
Overall					

Regarding vicarious trauma* in the housing and homelessness sector, please rate the following statements:

*Vicarious trauma (also known as secondary trauma) can occur when repeatedly hearing the details of traumatic events experienced by the people you are supporting. This can result in experiencing emotional distress, intrusive thoughts, avoidance or detachment, and/or hypervigilance.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Vicarious trauma can occur as a result of my job					
I feel supported by my organisation to deal with the impact of vicarious trauma					

Open ended

Do you have any additional comments for how you are valued, supported, and/or recognised in your role?

Section 3: Outcome 2

Reflective practice

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I am encouraged to engage in regular reflective practice					
I have the time to engage in regular reflective practice as part of my role					

Person-centred trauma-informed support (PCTIS)

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I understand the principles of PCTIS					
I use a PCTIS approach in my work					
Managers in my organisation champion PCTIS					
I can access training around PCTIS					
I am encouraged to undertake training related to PCTIS					
I am able to confidently apply the principles of PCTIS					

Do you have any additional comments on person-centred trauma-informed support in your organisation?

Section 4: Outcome 3

Working conditions

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I am proud to tell others I work in the homelessness and housing support sector					
My organisation respects the individual differences of workers					
I am treated fairly at work					

Professional development

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
There are sufficient opportunities for me to develop my career					
The process for career development is fair					
I am able to take the right learning and development opportunities when I need to					
I am coached regularly to support my learning					
Learning and development activities I have completed in the last year have improved my performance					
Learning and development activities I have completed while working for my organisation help me to develop my career					

Do you have any additional comments on the ability of your organisation to recruit, retain or develop staff?

Section 5: Additional comments

Do you have any final comments that may be relevant to this research?