

Appendix 1: Focus Group Topic Guides

Focus Group Topic Guide – Organisations

PART 1: Who works in the sector

To begin with, we have a couple of questions to explore around who works in the sector:

Lived experience (10 mins)

- Our staff survey findings show that a quarter of people who responded to the survey are people with lived experience of homelessness, but the majority of organisations (three quarters) reported this figure to be much less (10% or less). This tells us that as a sector we don't always know which staff members do/ don't have lived experience of homelessness. Do you think this matters? Why/ why not?
- Do you think the sector provides good opportunities for people with lived experience? Is there more that could be done?
- What are the barriers organisations face in providing opportunities for people with lived experience?

Gender (10 mins)

- Survey data tells us that the homelessness workforce is largely female, but that men are more prevalent in Trustee roles and that there is also a much more even split between men and women at CEO / director level. There's two parts to this question. As a sector, what more could be done to:
 - attract more men to careers in the homelessness sector?
 - ensure that women can progress to the most senior roles within homelessness?

PART 2: Recruitment and Retention (30 mins)

In the second part of this focus group, we will be exploring issues around recruitment and retention in your organisations and in the sector as a whole.

- To begin with, how much of an issue would you say that recruitment and retention are for your organisation at the moment? What does that look like in your organisation?
- What impact do any recruitment/ retention challenges have on your organisation?

- Survey findings indicate that our sector struggles to recruit people with the right skills and knowledge to available roles. Why do you think this is a challenge?
 - Why are people with these skills/ knowledge not being attracted to available roles in the sector?
- Organisations report that it's hard to offer competitive salaries – do you have any thoughts or experience on whether this impacts this challenge?

- The staff survey clearly tells a picture of a very values driven workforce, motivated by making a positive contribution, but who are experiencing or at risk of experiencing burnout. What are your thoughts on these findings? Does this resonate with your own staff team?
 - What tools have you used, or seen, that have been successful in supporting staff facing burnout?
 - How else can we take up practices that support staff to avoid burnout?

- [VCSF+ group] The organisational findings indicate that many organisations would like to but have not been able to lower caseloads as a strategy to improve staff recruitment and retention. Does this chime with your experience?
 - What barriers have you faced/would you face if you tried to lower caseloads?
 - Has anyone had success lowering caseloads? How have you done so?
 - Has lowering caseload impact recruitment/ retention?
 - What could help facilitate the lowering of caseloads?

- [LA group] Lowering caseloads is one of the top strategies that organisation report wanting to employ to improve staff recruitment and retention. What are your experiences of this?
 - If you tried have tried to lower caseloads, what were the challenges/ successes?
 - What could help facilitate the lowering of caseloads?

- Our organisational survey shows that most people within the sector are on a permanent contract across all role types – however, more temporary contracts can be slightly more common in some roles than others. Do you have any challenges around the kinds of contracts you can offer, and do you think that they impact on who applies for jobs?

PART 3: Progression / Learning and Development (25 mins)

- About half of staff said they would like to progress (such as getting promoted) within the sector. What are your thoughts/reactions on this finding? Why so you think this is the case?
 - What have your organisations done to support staff's progression?

- What more could the sector do to facilitate progression?
- What barriers does the sector face in promoting progression and learning in the workplace?
- From both staff and organisational level surveys, there is expression of interest from the staff to take up, and from the organisations to offer, reverse mentoring. Reverse mentoring is defined as one individual typically considered less experienced, more junior or younger, sharing knowledge, experience and skills in a specific area where they are more knowledgeable, with someone more senior, older or typically more experienced.
 - What are your thoughts on offering reverse mentoring as a learning and development opportunity for your staff?
 - How do you think this can be facilitated in your organisations?
- Some of the top barriers to accessing learning and development for organisations are not having enough funding and insufficient staff cover. To what extent do you resonate with this?

Finish and Close

- What do you think are the top priorities for our sector as a whole in ensuring a sustainable and effective workforce for the future?
- Are there any other points regarding the homelessness workforce that you wanted to raise before we finish today?

Focus Group Topic Guide – Individuals

Part 1: Wellbeing (20 mins)

- In our staff survey, a similar proportion of people rated their wellbeing positively as well as negatively. Would you like to share with us how your roles have impacted your wellbeing?
 - Why do you think we see this difference?
 - Do you see different roles/ types of organisations experiencing this differently?
- Almost half of staff in the survey told us that they are at risk of experiencing burnout. If anyone here has had any experiences of burnout, what causes you to experience burnout? How does burnout look like for you?
 - What strategies or tools do you have to draw on when you're feeling burnt out?
 - How would you like to feel supported? What are some measures organisations can take to prevent you from having to experience burnout?

- What does an inclusive work culture mean to you? How does that look like for you?
 - How similar/ different is this to the working culture you see in your organisation / across the homelessness sector?

Part 2: Benefits and challenges of working in the sector (25 mins)

Challenges working in the homelessness sector

- Share screen to show list of challenges below:
- The top 2 challenges that people faced in their roles were i) complexity of clients' needs and ii) high workload. What are your thoughts and reflections on these findings? Do you resonate with them?
- How do you manage these challenges? What more support would you like?
- [share screen] Does anyone else want to share any other challenges? [give only 5 mins].
- [LA individual group] One of the challenges mentioned in the open-ended question is people's lack of understanding of your work within the local authority. To what extent do you agree with this sentiment and why?
- What would you like others to know about your work?
- How do you think this could be implemented?

Part 3: Learning and Development (25 mins)

- Considering the challenges that we have just discussed, do you feel equipped in terms of your skills, knowledge and qualifications to undertake your current roles and to overcome those challenges?
- 77% of staff said they feel that knowledge around safeguarding is very much needed. To what extent do you resonate with this?
- What are the barriers you face when it comes to learning and upgrading your skills, knowledge and qualifications?
- To what extent do you feel a learning culture is being fostered, encouraged and supported in your organisation?
- What does it look like to you to have your work recognised and rewarded? (if no time can skip)
- Is this something that you experience at the moment?

Progression

- About half of staff mentioned that they would like to progress (such as getting promoted) within the sector. What are your thoughts/reactions on this finding?
- What is your experience of progressing within the sector? What makes it easier/ more challenging?

- What would make you more likely to seek progression within the homelessness sector?

Retention

- In the survey, slightly more than two-third of respondents said they are likely to continue working in the homelessness sector long-term. The leading reason for people continuing in the sector is the ability to make a positive difference to someone's life. For those who said they are not likely to continue working in the long run, the leading reason is the risk or experience of burnout. Do you personally feel this tension - the push and pull factors of remaining in your roles and in the sector?
 - If yes, could you share more about them and how you reconcile them?
 - What changes would make you want to stay in the sector?

Appendix 2: Job role groupings

Broader role categories	Roles of staff
Frontline workers	CJS worker
	Complex needs worker/ navigator
	Drug and alcohol worker
	Employment / training worker
	Frontline staff providing specialist, qualified support (e.g. nurse, clinical)
	Night support
	Outreach worker
	Peer worker
	Rough sleeping worker
	Support worker / floating support worker
	Supported housing worker
	Tenancy Sustainment officer
	Housing First
	Activities coordinator
Lived experience coordinator	
Housing advice and assessment	Housing Advice & Homelessness Assessment Officer
	Housing Advice and Homelessness Triage Officer
	Housing Allocations Officer
	Housing Register Assessment Officer
Housing management and procurement	Housing management worker
	Housing Reviews Officer
	Private Rented Sector procurement & placement Officer (not TA)
	Temporary Accommodation (other)
	Temporary Accommodation Management Officer

Temporary accommodation workers	Temporary Accommodation Move-On/Resettlement Officer
	Temporary Accommodation Placement Officer
Team leaders and service managers	Operations Manager
	Team leader / Deputy manager / Coordinator of frontline services
	Team Leader/Manager
Senior leadership	Senior leadership team
	Senior Manager (defined as Directors, Assistant Directors & Heads of Service)
	Senior manager / Manager of frontline services
Corporate and central services	Commissioning
	Corporate / central services manager (e.g. Admin, HR, finance, data and evaluation)
	Corporate / central services worker
	Housing Strategy & Policy Officer
Trustee	Trustee
Volunteer	Volunteer
Other	Apprentice
	Other
	Trainee

Appendix 3: Organisational survey data tables – Local Authorities

Table 1: Region

In which region(s) is your organisation located?

Region	Count
East of England	16
East Midlands	12
London	8
North East	5
North West	16
South East	36
South West	10
West Midlands	9
Yorkshire and the Humber	6

Table 2: Numbers of paid staff

Numbers of staff	Number of organisations with staff numbers within these bands	Percentage
0-25	52	46.43%
25-50	30	26.79%
50-75	15	13.39%
75-100	4	3.57%
100-125	6	5.36%
125-150	2	1.79%
150-175	0	0%
175-200	0	0%
200-225	2	1.79%

>225	1	0.89%
------	---	-------

Table 3: Homelessness specific services provided

Which of the following homelessness specific interventions and support do you provide?

Homelessness services	Count	Percentage
Housing needs assessment	112	94.92%
Temporary accommodation	106	89.83%
Homelessness prevention support	111	94.07%
Outreach	72	61.02%
Hostel accommodation for people experiencing homelessness	52	44.07%
Supported accommodation for people experiencing homelessness	51	43.22%
Housing First	40	33.90%
Refuge or shelter for people who have experienced domestic abuse	29	24.58%
Nightshelter	8	6.78%
Other emergency accommodation e.g. crash pads	15	12.71%
Resettlement/ tenancy sustainment	71	60.17%
Floating support service	42	35.59%

Table 4: Aligned non homelessness support

Which of the following aligned non-homelessness support does your organisation provide?

Aligned non homelessness support	Count	Percentage
Substance misuse support	29	24.58%
Mental health support	30	25.42%
Domestic abuse support	54	45.76%
Physical health support	18	15.25%
Criminal justice - rehabilitation support, probation etc.	13	11.02%
Welfare support	53	44.92%

Table 5: Wider allied homelessness support*And which of the following wider allied homelessness support does your organisation provide?*

Wider allied homelessness support	Count	Percentage
Social Care	34	28.81%
Migrant/ refugee support service including immigration advice	43	36.44%
Legal advice	14	11.86%
Foodbank	23	19.49%
Meal provision/ community kitchen	11	9.32%

Table 6. Average salary range by region, LA Housing Advice and Assessment

Region	Low	Mid	High
East Midlands	£29,044.38	£30,280.81	£31,517.25
East of England	£30,567.56	£32,143.78	£33,720.00
London	£39,481.33	£40,662.17	£41,843.00
North East	£28,494.00	£29,709.33	£30,924.67
North West	£30,423.67	£34,129.00	£37,834.33
South East	£30,063.02	£33,046.19	£35,877.60
South West	£30,863.70	£32,299.60	£33,735.50
West Midlands*	-	-	-
Yorkshire and The Humber	£31,029.43	£34,362.14	£37,694.86
Average	£30,751.71	£33,158.39	£35,500.54

*No data returned

Table 7. Average salary range by region, LA Temporary accommodation workers

Region	Low	Mid	High
East Midlands	£26,197.50	£27,290.25	£28,383.00
East of England	£37,188.67	£39,487.00	£41,785.33
London	£39,450.00	£40,535.00	£41,620.00
North East	£30,060.00	£31,357.00	£32,654.00
North West	£27,513.67	£31,221.33	£34,929.00
South East	£33,419.82	£35,766.80	£37,291.79
South West	£32,094.80	£34,071.80	£36,048.80
West Midlands*	-	-	-
Yorkshire and The Humber	£28,907.40	£62,762.70	£96,618.00
Average	£33,301.50	£38,615.51	£43,326.46

*No data returned

Table 8. Average salary range by region, LA Housing management and procurement

Region	Low	Mid	High
East Midlands*	-	-	-
East of England	£33,988.00	£36,201.50	£38,415.00
London	£44,637.75	£45,656.25	£46,674.75
North East	£32,654.00	£33,944.50	£35,235.00
North West	£33,172.00	£36,974.50	£40,777.00
South East	£34,393.42	£37,538.38	£40,015.38
South West	£34,918.00	£36,271.67	£37,625.33
West Midlands*			
Yorkshire and The Humber	£37,090.50	£39,862.50	£42,634.50
Average	£36,045.42	£38,535.46	£40,691.22

*No data returned

Table 9 Average salary range by region, LA Team leaders and service managers

Region	Low	Mid	High
East Midlands	£38,444.50	£39,993.50	£41,542.50
East of England	£42,673.25	£46,468.88	£50,264.50
London	£60,818.00	£66,163.80	£71,509.60
North East	£41,447.50	£44,598.50	£47,749.50
North West	£42,778.00	£51,244.50	£59,711.00
South East	£45,984.18	£49,124.30	£52,264.43
South West	£47,883.40	£51,599.30	£55,315.20
West Midlands	£40,777.00	£41,808.00	£42,839.00
Yorkshire and The Humber	£44,997.29	£47,351.36	£49,705.43
Average	£46,093.08	£49,432.04	£52,771.00

Table 10. Average salary range by region, LA Senior leadership

Region	Low	Mid	High
All England	£49,344.00	£57,942.75	£66,541.50
East Midlands	£45,296.60	£48,022.60	£50,748.60
East of England	£48,718.60	£57,463.50	£66,208.40
London	£58,818.43	£63,941.36	£69,064.29
Multi-region	£37,825.00	£45,644.17	£53,463.33
North East	£44,015.50	£48,021.13	£52,026.75
North West	£45,756.50	£51,162.81	£56,569.13
South East	£56,642.85	£61,797.73	£66,952.60
South West	£52,177.56	£57,103.22	£62,028.89
West Midlands	£36,000.00	£37,500.00	£39,000.00
Yorkshire and the Humber	£48,489.71	£52,186.86	£55,884.00
Average	£50,900.92	£56,083.33	£61,265.75

Table 11: Contract types

For each role, please record the Full Time Equivalent (FTE) of how many staff members hold fixed term or permanent contracts for each post, and the total FTE within each role.

	FTC: up to 12 months	FTC: 1 - 2 years	FTC: 2+ years	Permanent contract	Total
Senior Managers	4	1	8	85.71	98.71
Operations Managers	6	3	12	123.31	144.31
Team Leader/Managers	28	8	31	403.4	470.4
Housing Advice and Homelessness Triage Officers	45	45	16	244.9	350.9
Housing Advice and Homelessness Assessment Officers	100.8	27.3	70	685.39	883.49
Temporary Accommodation Placement Officers	14	7	11	111.45	143.45
Temporary Accommodation Management Officers	18.5	2	6	316.33	342.83
Temporary Accommodation Procurement Officers	0	1	1	33	35
Housing Register Assessment Officers	25	3.5	2	165.23	195.73
Housing Allocations Officers	0	2	4	83.2	89.2
Housing Reviews Officers	2	0	1	33.3	36.3
Housing Strategy and Policy Officers	7	4	14	71.33	96.33
Private Rented Sector procurement and placement Officers (not TA)	10	0	6	117.87	133.87

Recalculation below with roles combined into categories

	FTC: up to 12 months	FTC: 1 - 2 years	FTC: 2+ years	Permanent contract	Total
Housing advice and assessment	170.8	77.8	92	1178.72	1519.32
Housing management and procurement	12	0	7	151.17	170.17
Temporary accommodation officers	32.5	10	18	460.78	521.28
Team leaders and service managers	34	11	43	526.71	614.71
Senior leadership	4	1	8	85.71	98.71
Corporate and central services	7	4	14	71.33	96.33

Table 12: Lived experience amongst staff

Percentage with lived experience	Count of organisations	Percentage of organisations
0-10%	14	70%
10-20%	3	15%
20-30%	3	15%

Table 13: Staff demographics - age

Age of staff members.

Roles	16-24	25-34	35-44	45-54	55-64	65+
Senior Managers	0	1	6	20	16	1.8
Operations Managers	0	8	21	15	16.83	2
Team Leader/Managers	0	53	57.8	64	30	4
Housing Advice and Homelessness Triage Officers	12	25	24.5	19.5	15	1
Housing Advice and Homelessness Assessment Officers	4	104.5	107.83	81.47	62.4	2

Temporary Accommodation Placement Officers	3	13	10.5	10.5	11	1
Temporary Accommodation Management Officers	19	72	45	59	69	7
Temporary Accommodation Procurement Officers	1	0	2	4	0	0
Housing Register Assessment Officers	7.8	22.5	31	25	21	1
Housing Allocations Officers	1	5	11	12.8	10.6	0
Housing Reviews Officers	0	3	2	5	2	1
Housing Strategy and Policy Officers	0	8	4	11	10	0
Private Rented Sector procurement and placement Officers (not TA)	2	19	10	15	16	0

Recalculation below with roles combined into categories

Roles	16-24	25-34	35-44	45-54	55-64
Housing advice and assessment	24.8	157	174.33	138.77	109
Housing management and procurement	2	22	12	20	18
Temporary accommodation officers	23	85	57.5	73.5	80
Team leaders and service managers	0	61	78.8	79	46.83
Senior leadership	0	1	6	20	16
Corporate and central services	0	8	4	11	10

Table 14: Staff demographics - gender

Gender of staff members.

Roles	Male	Female	Non binary
Senior Managers	18	30	0
Operations Managers	25.9	53	1
Team Leader/Managers	92	157.8	0
Housing Advice and Homelessness Triage Officers	40	107.3	0
Housing Advice and Homelessness Assessment Officers	122	341.2	5
Temporary Accommodation Placement Officers	22	52	0

Temporary Accommodation Management Officers	161	117	0
Temporary Accommodation Procurement Officers	10	5	0
Housing Register Assessment Officers	33.3	80.5	0
Housing Allocations Officers	9	55	0
Housing Reviews Officers	3	11	0
Housing Strategy and Policy Officers	23	28	0
Private Rented Sector procurement and placement Officers (not TA)	25	47	0

Recalculation below with roles combined into categories

Roles	Male	Female	Non binary
Housing advice and assessment	204.3	584	5
Housing management and procurement	28	58	0
Temporary accommodation officers	193	174	0
Team leaders and service managers	117.9	210.8	1
Senior leadership	18	30	0
Corporate and central services	23	53	1

Table 15: Staff demographics – gender identity

Gender identity of staff members.

Roles	Yes	No
Senior Managers	20	0
Operations Managers	38	1
Team Leader/Managers	103	4
Housing Advice and Homelessness Triage Officers	39.3	2
Housing Advice and Homelessness Assessment Officers	148.5	6
Temporary Accommodation Placement Officers	19	3

Temporary Accommodation Management Officers	111	0
Temporary Accommodation Procurement Officers	9	0
Housing Register Assessment Officers	27	2
Housing Allocations Officers	21	0
Housing Reviews Officers	8	0
Housing Strategy and Policy Officers	20	0
Private Rented Sector procurement and placement Officers (not TA)	32	2

Recalculation below with roles combined into categories

Roles	Yes	No
Housing advice and assessment	235.8	10
Housing management and procurement	40	2
Temporary accommodation officers	139	3
Team leaders and service managers	141	5
Senior leadership	20	0
Corporate and central services	20	0

Table 16: Staff demographics – sexual orientation

Sexual orientation of staff members.

	Heterosexual or straight	Gay/ Lesbian	Bisexual	Prefer to self-describe
Senior Managers	16	1	0	0
Operations Managers	37.9	3	0	0
Team Leader/Managers	117.8	5	0	0
Housing Advice and Homelessness Triage Officers	53	2	1	0

Housing Advice and Homelessness Assessment Officers	174.36	3	0.84	0
Temporary Accommodation Placement Officers	9.5	3	0.5	0
Temporary Accommodation Management Officers	177	15	10	0
Temporary Accommodation Procurement Officers	12	0	0	0
Housing Register Assessment Officers	43.3	0	0	0
Housing Allocations Officers	12	0	0	0
Housing Reviews Officers	9	0	0	0
Housing Strategy and Policy Officers	18	2	0	0
Private Rented Sector procurement and placement Officers (not TA)	37	0	0	0

Recalculation below with roles combined into categories

	Heterosexual or straight	Gay/ Lesbian	Bisexual	Prefer to self-describe
Housing advice and assessment	282.66	5	1.84	0
Housing management and procurement	46	0	0	0
Temporary accommodation officers	198.5	18	10.5	0
Team leaders and service managers	155.7	8	0	0
Senior leadership	16	1	0	0
Corporate and central services	18	2	0	0

Table 17: Staff demographics – ethnicity

Ethnicity of staff members

	White	Asian/Asian British	Black/Black British	Mixed / Multiple ethnic groups	Other
Senior Managers	27	0	2	1	0
Operations Managers	43.9	2	1	7	0
Team Leader/Managers	161.8	9	5	17	1
Housing Advice and Homelessness Triage Officers	56	3	4	11	1
Housing Advice and Homelessness Assessment Officers	228.2	13.5	19	65	0
Temporary Accommodation Placement Officers	42	0	0	5	0
Temporary Accommodation Management Officers	159	6	21	62	0
Temporary Accommodation Procurement Officers	12	1	1	2	0
Housing Register Assessment Officers	61.3	0	4	14	2
Housing Allocations Officers	22	0	1	3	1
Housing Reviews Officers	5	0	2	3	0
Housing Strategy and Policy Officers	27	0	0	0	0
Private Rented Sector procurement and placement Officers (not TA)	28	2	2	15	2

Recalculation below with roles combined into categories

	White	Asian/Asian British	Black/Black British	Mixed / Multiple ethnic groups	Other
Housing advice and assessment	367.5	16.5	28	93	4

Housing management and procurement	33	2	4	18	2
Temporary accommodation officers	213	7	22	69	0
Team leaders and service managers	205.7	11	6	24	1
Senior leadership	27	0	2	1	0
Corporate and central services	27	0	0	0	0

Table 18: Staff demographics – ethnicity

Ethnicity of staff members

Roles	Consider themselves to have a disability	Do not consider themselves to have a disability
Senior Managers	0	18
Operations Managers	4	39.9
Team Leader/Managers	11	117.8
Housing Advice and Homelessness Triage Officers	4	44
Housing Advice and Homelessness Assessment Officers	21.84	208.86
Temporary Accommodation Placement Officers	3	25.5
Temporary Accommodation Management Officers	27	198
Temporary Accommodation Procurement Officers	0	13.3
Housing Register Assessment Officers	4	43
Housing Allocations Officers	1	20
Housing Reviews Officers	0	11
Housing Strategy and Policy Officers	0	27
Private Rented Sector procurement and placement Officers (not TA)	0	31

Recalculation below with roles combined into categories

Combined roles	Consider themselves to have a disability	Do not consider themselves to have a disability
Housing advice and assessment	30.84	315.86
Housing management and procurement	0	42
Temporary accommodation officers	30	236.8
Team leaders and service managers	15	157.7
Senior leadership	0	18
Corporate and central services	0	27

Table 19: Recruitment challenges

Thinking about the impact of any recruitment challenges, how much do you agree or disagree with the following statements?

Statements	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Grand Total
We need to advertise jobs vacancies multiple times before recruiting due to an insufficient number of applicants	5	18	8	20	7	58
We frequently use agency staff to fill posts	2	13	1	20	18	54
It is difficult to find and/or recruit staff with the right skills and knowledge	12	24	9	8	3	56
It is hard to offer a competitive salary within the resources we have available	14	16	15	9	2	56
We are seeing fewer volunteers willing to offer their time	3	3	44	1	2	53
Being under-staffed has impacted our ability to provide meaningful	16	19	12	7	2	56

and sufficient support to people experiencing homelessness						
Difficulties with recruitment have led to higher caseloads	18	19	11	5	3	56
Being under-staffed has impacted our ability to innovate, and to engage in service development and improvements	17	17	11	8	2	55
Being under-staffed has impacted our ability to seek and secure service funding	10	6	23	11	3	53

Table 20: Staff recruitment and retention

Thinking about staff turnover and retention in your organisation, how much do you agree or disagree with the following statements?

Statements	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Grand Total
We find that it is easy to keep high quality staff	8	29	9	9	1	56
Low pay is a barrier to retaining skilled staff members	3	24	9	13	6	55
We have sufficient budget to offer meaningful learning and development opportunities to staff	5	22	11	14	4	56
We are able to provide staff with well-being support to manage in-work stress and vicarious trauma, where applicable	12	33	5	5	1	56
Our staff experience burnout and this leads to long-term sickness	5	17	14	17	3	56
Our staff experience burnout and this leads to people leaving their jobs	2	9	21	18	6	56

A lack of ability to offer job security negatively impacts staff retention	6	15	11	17	5	54
----------------------------------------------------------------------------	---	----	----	----	---	----

Table 21: Recruitment and retention strategies

What strategies has your organisation used to help improve recruitment and retention?

Statements	Yes, and did help	Yes, but did not help	No, but would like to	No, this is not right for us	Total
Apprenticeships	17	5	16	12	50
Support for people to develop from volunteer to paid staff member	7	0	9	31	47
Support for people with lived experience, or service users, to become paid staff members	7	0	24	17	48
Ensuring staff are well paid	28	3	16	2	49
Improving staff benefits (e.g. medical or life insurance policies, cycle to work schemes, EAP, increased leave, etc.)	23	12	10	3	48
Improving opportunities for progression	28	4	14	3	49
Improving professional development offer	28	3	15	3	49
Ensuring staff receive recognition for the work they do	38	7	4	1	50
Helping to instil a sense of purpose across staff	41	6	4	1	52
Increasing pay annually	35	5	7	1	48
Offering flexible working	47	3	1	1	52
Securing longer-term funding / permanent roles	29	1	15	3	48
Lower caseloads	18	1	25	4	48

Table 22: Learning and development opportunities*What type of learning and development opportunities do you offer to staff and/ or volunteers?*

	Currently offer this	Do not currently offer this, but would like to	This is not the right fit for us	Total
E-learning (distance learning, self study)	52	0	0	52
Online learning (live virtual training)	52	0	0	52
Face to face training	53	1	0	54
Coaching	36	10	2	48
Mentoring	39	9	2	50
Reverse mentoring	7	19	10	36
Apprenticeships	24	13	12	49
Qualifications	44	6	2	52
Work shadowing	47	4	0	51

Table 23: Barriers to learning and development*What would you describe as the main barriers to accessing learning and development opportunities for your organisation?*

	Yes	No	Total
Not enough funding	21	37	58
Lack of time to identify learning needs	15	43	58
Lack of staff time to source and organise training	22	36	58
Insufficient staff cover	22	36	58
Lack of accredited training options	9	49	58
We do not experience barriers to accessing training	16	42	58

Appendix 4: Organisational survey data tables – VCSF+ organisations

Table 1: Organisational Financial Turnover

In 2024, what was the annual turnover of your organisation?

Annual turnover	Count	Percentage
Over £5M	40	21.51%
£2M - £5M	26	13.98%
£500,000 - £2M	61	32.80%
Under £500,000	59	31.72%

Table 2: Organisation type

Which of the following best describes your organisation?

Organisation Type	Count	Percentage
A charity / voluntary organisation (non-faith based)	122	64.21%
A faith-based organisation (including faith-based charity/ voluntary organisation)	36	18.95%
A private company	2	1.05%
A Registered Provider (registered with the Regulator of Social Housing)	9	4.74%
Housing Association	12	6.32%
Other	9	4.74%

Table 3: Region

In which region(s) is your organisation located?

Region	Count	Percentage
East of England	15	8%
East Midlands	20	10%

London	30	16%
North East	7	4%
North West	24	13%
South East	46	24%
South West	29	15%
West Midlands	12	6%
Yorkshire and the Humber	20	10%
All England	9	5%

Table 4: Numbers of paid staff

Numbers of staff	Number of organisations with staff numbers within these bands	Percentage
0-25	102	54.26%
25-50	23	12.23%
50-75	20	10.64%
75-100	9	4.79%
100-125	4	2.13%
125-150	5	2.66%
150-175	3	1.60%
175-200	4	2.13%
>200	18	9.57%

Table 5: Numbers of volunteers

Number of volunteers	Count of organisations with volunteer numbers in this band	Percentage of organisations
0	27	14.75%
1-25	93	50.82%

26-50	20	10.93%
51-75	9	4.92%
76-100	6	3.28%
101-125	6	3.28%
126-150	5	2.73%
151-175	1	0.55%
176-200	2	1.09%
>201	14	7.65%

Table 6: Services provided

Which of the following homelessness services does your organisation provide?

Homelessness services	Count	Percentage
Hostel accommodation for people experiencing homelessness	48	25.13%
Supported accommodation for people experiencing homelessness	107	56.02%
Housing First	30	15.71%
Nightshelter	29	15.18%
Temporary accommodation	41	21.47%
Other emergency accommodation e.g. crash pads	31	16.23%
Outreach	77	40.31%
Day centre	71	37.17%
Homelessness prevention support	103	53.93%
Resettlement / tenancy sustainment	82	42.93%
Floating support service	60	31.41%

Table 7: Non-aligned homelessness support services provided*Which of the following aligned non-homelessness support does your organisation provide?*

Non-aligned homelessness support services	Count	Percentage
Substance misuse support	95	49.74%
Mental health support	124	64.92%
Domestic abuse support	80	41.88%
Physical health support	77	40.31%
Criminal justice - rehabilitation support, probation etc.	58	30.37%
Welfare support	131	68.59%

Table 8: Non-aligned homelessness support services provided*And which of the following wider allied homelessness support does your organisation provide?*

Non-aligned homelessness support services	Count	Percentage
Social Care	40	20.94%
Migrant/ refugee support service including immigration advice	44	23.04%
Legal advice	16	8.38%
Foodbank	59	30.89%
Meal provision/ community kitchen	86	45.03%

Table 9: Average salary range by region, VCSF+ Frontline workers

Region	Low	Mid	High
All England	£30,000.00	£32,500.00	£35,000.00
East Midlands	£26,079.00	£27,987.28	£29,895.56
East of England	£26,142.86	£28,107.14	£30,071.43
London	£29,641.53	£32,106.47	£34,571.42
Multi-region	£25,143.43	£26,508.00	£27,872.57
North East	£24,472.67	£26,115.83	£27,759.00
North West	£27,240.05	£29,300.53	£31,361.00
South East	£26,606.69	£28,696.08	£30,785.46
South West	£29,039.44	£30,771.17	£32,502.89

West Midlands	£25,500.00	£26,750.00	£28,000.00
Yorkshire and the Humber	£26,105.50	£27,143.13	£28,180.75
Average	£27,345.13	£29,322.47	£31,299.81

Table 10: Average salary range by region, VCSF+ Corporate and central services

Region	Low	Mid	High
All England	£27,659.00	£37,161.75	£46,664.50
East Midlands	£24,900.00	£29,950.00	£35,000.00
East of England	£24,500.00	£29,750.00	£35,000.00
London	£28,422.60	£37,885.20	£47,347.80
Multi-region	£24,548.50	£34,621.75	£44,695.00
North West	£26,228.50	£29,472.25	£32,716.00
South East	£24,588.60	£33,355.00	£42,121.40
South West	£25,580.33	£35,775.67	£45,971.00
West Midlands	£26,000.00	£36,000.00	£46,000.00
Yorkshire and the Humber	£25,856.67	£30,178.33	£34,500.00
Average	£26,035.57	£33,613.18	£41,190.79

Table 11: Average salary range by region, VCSF+ Team leaders of frontline services

Region	Low	Mid	High
All England	£40,000.00	£42,500.00	£45,000.00
East Midlands	£30,000.00	£32,500.00	£35,000.00
East of England	£28,000.00	£30,125.00	£32,250.00
London	£33,434.80	£36,760.30	£40,085.80
Multi-region	£25,233.50	£26,844.75	£28,456.00
North East	£29,486.00	£32,323.17	£35,160.33
North West	£34,075.50	£36,024.00	£37,972.50
South East	£28,257.00	£30,663.90	£33,070.80
South West	£31,266.25	£33,361.75	£35,457.25
West Midlands	£28,000.00	£28,500.00	£29,000.00
Yorkshire and the Humber	£29,547.50	£31,026.00	£32,504.50
Average	£30,489.11	£32,824.18	£35,159.25

Table 12: Average salary range by region, VCSF+ Senior leadership

Region	Low	Mid	High
All England	£49,344.00	£57,942.75	£66,541.50
East Midlands	£35,823.60	£38,442.60	£41,061.60
East of England	£32,500.00	£35,625.00	£38,750.00
London	£43,618.42	£47,384.50	£51,150.58

Multi-region	£34,716.80	£40,165.10	£45,613.40
North East	£36,568.00	£40,329.33	£44,090.67
North West	£40,765.71	£43,762.25	£46,758.79
South East	£40,991.44	£45,277.81	£49,564.17
South West	£38,945.86	£41,573.93	£44,202.00
West Midlands	£36,000.00	£37,500.00	£39,000.00
Yorkshire and the Humber	£38,609.20	£40,960.40	£43,311.60
Average	£39,676.61	£43,329.18	£46,981.76

Table 13: Average salary range by region, VCSF+ Chief Executive / Directors

Region	Low	Mid	High
All England	£82,002.50	£97,827.50	£113,652.50
East Midlands	£58,254.67	£60,761.50	£63,268.33
East of England	£40,000.00	£50,000.00	£60,000.00
London	£65,359.71	£73,338.36	£81,317.00
Multi-region	£58,612.33	£70,499.67	£82,387.00
North East	£58,151.50	£61,617.50	£65,083.50
North West	£60,900.80	£68,977.70	£77,054.60
South East	£58,251.90	£66,185.00	£74,118.10
South West	£47,785.00	£56,058.30	£64,331.60
Yorkshire and the Humber	£42,894.50	£47,178.50	£51,462.50
Average	£58,057.37	£65,829.40	£73,601.42

Table 14: Contract type

For each role, please record how many staff members hold fixed term or permanent contracts, and how many FTE posts exist.

Roles	FTC: up to 12 months	FTC: 1 - 2 years	FTC: 2+ years	Permanent contract	Total
Chief executive/ Director	10	4	14	165.5	193.5
Senior manager	9.5	6	13	238.6	267.1
Manager of frontline services	8	7	15	306.3	336.3
Team leader of frontline services	18	11	47	290.8	366.8
Support worker/ floating support worker	61	23.05	24	1234.34	1342.39
Outreach worker	10	6	8	84.3	108.3

Housing First worker	1	0	0	58	59
Complex needs worker/ navigator	17	2	1	171.78	191.78
Activities coordinator	6	1	2	54.2	63.2
Drug and alcohol	3	0	2	47	52
Peer worker	9	2.71	0	14	25.71
Night support	48	2	1	311	362
Housing management worker	3	0	2	173	178
Frontline staff providing specialist, qualified support	24	10	60	134.8	228.8
Corporate / central services worker	5	4	5	113.75	127.75
Volunteer	125	11	190	2009	2335
Trustee	33	5	45	388.6	471.6
All Staff	390.5	94.76	429	5794.97	6709.23

Recalculation below with roles combined into categories

Combined roles	FTC: up to 12 months	FTC: 1 - 2 years	FTC: 2+ years	Permanent contract	Total
Frontline workers - combined	179	46.76	98	2109.42	2433.18
Housing management and procurement	3	0	2	173	178
Team leader and service managers	18	11	47	290.8	366.8
Senior leadership	27.5	17	42	710.4	796.9
Corporate / central services worker	5	4	5	113.75	127.75
Volunteer	125	11	190	2009	2335
Trustee	33	5	45	388.6	471.6
All Staff	390.5	94.76	429	5794.97	6709.23

Table 15: Lived experience amongst staff

Percentage of staff with lived experience	Count of organisations	Percentage of organisations
0-10%	37	32.74%
10-20%	26	23.01%
20-30%	17	15.04%
30-40%	14	12.39%
40-50%	8	7.08%
50-60%	4	3.54%
60-70%	4	3.54%
70-80%	0	0%
80-90%	0	0%
90-100%	3	2.65%

Table 16: Staff demographics - age

Age of staff members.

Roles	16-24	25-34	35-44	45-54	55-64	65+
Chief executive/ Director	0	6	21	89	103	6
Senior manager	0	7	44	113	32	3
Manager of frontline services	2	66	62	53	106	6
Team leader of frontline services	68	133	66	65	38	2
Support worker/ floating support worker	76	205	208	258	179	42
Outreach worker	2	10	8	9	9	1
Housing First worker	2	9	11	10	3	3
Complex needs worker/ navigator	11	64	23	21	29	5
Activities coordinator	3	11	5	8	6	1
Drug and alcohol	4	2	3	6	5	1

Peer worker	1	2	4	2	1	0
Night support	8	30	47	88	85	14
Housing management worker	0	20	26	28	25	4
Frontline staff providing specialist, qualified support	3	21	25	20	8	2
Corporate / central services worker	19	93	82	62	49	15
Volunteer	42	88	152	174	207	168
Trustee	1	3	34	46	39	51

Recalculation below with roles combined into categories

Combined roles	16-24	25-34	35-44	45-54	55-64	65+
Frontline workers - combined	110	354	334	422	325	69
Housing management and procurement	0	20	26	28	25	4
Team leader and service managers	68	133	66	65	38	2
Senior leadership	2	79	127	255	241	15
Corporate / central services worker	19	93	82	62	49	15
Volunteer	42	88	152	174	207	168
Trustee	1	3	34	46	39	51

Table 17: Staff demographics - gender

Gender of staff members.

Roles	Male	Female	Non binary
Chief executive/ Director	61	69	0
Senior manager	49	113	0
Manager of frontline services	55	139	0
Team leader of frontline services	70	174	3
Support worker/ floating support worker	254	630	2
Outreach worker	13	31	0
Housing First worker	15	21	0

Complex needs worker/ navigator	46	112	0
Activities coordinator	15	23	0
Drug and alcohol	8	16	0
Peer worker	2	4	0
Night support	149	94	0
Housing management worker	44	67	0
Frontline staff providing specialist, qualified support	22	59	1
Corporate / central services worker	94	238	0
Volunteer	482	784	0
Trustee	148	121	0

Recalculation below with roles combined into categories

Combined roles	Male	Female	Non binary
Frontline workers - combined	524	990	3
Housing management and procurement	44	67	0
Team leader and service managers	70	174	3
Senior leadership	165	321	0
Corporate / central services worker	94	238	0
Volunteer	482	784	0
Trustee	148	121	0

Table 18: Staff demographics – gender identity

Is the gender that staff members identify with the same as the sex they were assigned at birth?

Roles	Yes	No
Chief executive/ Director	86	0
Senior manager	103	1
Manager of frontline services	98	3
Team leader of frontline services	403	3

Support worker/ floating support worker	13	0
Outreach worker	17	2
Housing First worker	19	0
Complex needs worker/ navigator	18	0
Activities coordinator	8	0
Drug and alcohol	5	0
Peer worker	83	2
Night support	67	0
Housing management worker	30	0
Frontline staff providing specialist, qualified support	43	0
Corporate / central services worker	99	2
Volunteer	253	2
Trustee	174	0

Recalculation below with roles combined into categories

Combined roles	Yes	No
Frontline workers - combined	273	4
Housing management and procurement	30	0
Team leader and service managers	403	3
Senior leadership	287	4
Corporate / central services worker	99	2
Volunteer	253	2
Trustee	174	0

Table 19: Staff demographics – sexual orientation*Sexual orientation of staff members*

Roles	Heterosexual or straight	Gay/ Lesbian	Bisexual	Prefer to self-describe
Chief executive/ Director	57	3	1	0
Senior manager	68	3	1	0
Manager of frontline services	89	20	0	2
Team leader of frontline services	110	6	5	2
Support worker/ floating support worker	399	31	27	2
Outreach worker	16	0	2	0
Housing First worker	19	1	3	0
Complex needs worker/ navigator	81	5	11	0
Activities coordinator	20	1	1	0
Drug and alcohol	6	1	1	0
Peer worker	2	0	0	0
Night support	108	3	6	1
Housing management worker	48	1	5	0
Frontline staff providing specialist, qualified support	16	6	0	1
Corporate / central services worker	163	11	6	1
Volunteer	117	14	12	0
Trustee	62	9	1	0

Recalculation below with roles combined into categories

Combined roles	Heterosexual or straight	Gay/ Lesbian	Bisexual	Prefer to self-describe
Frontline workers - combined	667	48	51	4

Housing management and procurement	48	1	5	0
Team leader and service managers	110	6	5	2
Senior leadership	214	26	2	2
Corporate / central services worker	163	11	6	1
Volunteer	117	14	12	0
Trustee	62	9	1	0

Table 20: Staff demographics - ethnicity

Ethnicity of staff members

Roles	White	Asian/Asian British	Black/Black British	Mixed / Multiple ethnic groups	Other
Chief executive/ Director	72	17	3	2	3
Senior manager	113	2	3	2	0
Manager of frontline services	108	3	19	5	0
Team leader of frontline services	134	6	18	4	0
Support worker/ floating support worker	458	34	104	36	16
Outreach worker	39	1	3	1	0
Housing First worker	23	2	7	1	2
Complex needs worker/ navigator	57	11	36	12	3
Activities coordinator	21	1	0	2	1
Drug and alcohol	9	2	0	2	0
Peer worker	3	0	2	0	0
Night support	59	8	97	8	6
Housing management worker	47	2	11	4	1
Frontline staff providing specialist, qualified support	49	3	1	0	0

Corporate / central services worker	183	26	13	6	2
Volunteer	260	23	14	5	14
Trustee	172	9	12	10	2

Recalculation below with roles combined into categories

Combined roles	White	Asian/Asian British	Black/Black British	Mixed / Multiple ethnic groups	Other
Frontline workers - combined	718	62	250	62	28
Housing management and procurement	47	2	11	4	1
Team leader and service managers	134	6	18	4	0
Senior leadership	293	22	25	9	3
Corporate / central services worker	183	26	13	6	2
Volunteer	260	23	14	5	14
Trustee	172	9	12	10	2

Table 21: Staff demographics – disability

Disability status of staff members

Roles	Consider themselves to have a disability	Do not consider themselves to have a disability
Chief executive/ Director	15	56
Senior manager	14	73
Manager of frontline services	13	93
Team leader of frontline services	14	117
Support worker/ floating support worker	64	464

Outreach worker	2	25
Housing First worker	7	23
Complex needs worker/ navigator	13	101
Activities coordinator	5	19
Drug and alcohol	3	8
Peer worker	1	8
Night support	10	132
Housing management worker	12	55
Frontline staff providing specialist, qualified support	7	37
Corporate / central services worker	49	160
Volunteer	49	187
Trustee	19	78

Recalculation below with roles combined into categories

Combined roles	Consider themselves to have a disability	Do not consider themselves to have a disability
Frontline workers - combined	112	817
Housing management and procurement	12	55
Team leader and service managers	14	117
Senior leadership	42	222
Corporate / central services worker	49	160
Volunteer	49	187
Trustee	19	78

Table 22: Recruitment challenges

Thinking about recruitment at your organisation, how much do you agree or disagree with the following statements?

Statements	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Grand Total
We need to advertise jobs vacancies multiple times before recruiting due to an insufficient number of applicants	16	25	12	32	7	92
We frequently use agency staff to fill posts	2	8	5	27	50	92
It is difficult to find and/or recruit staff with the right skills and knowledge	16	44	16	13	4	93
It is hard to offer a competitive salary within the resources we have available	28	37	20	7	1	93
We are seeing fewer volunteers willing to offer their time	14	24	26	19	6	89
Being under-staffed has impacted our ability to provide meaningful and sufficient support to people experiencing homelessness	22	30	15	21	4	92
Difficulties with recruitment have led to higher caseloads	14	39	20	17	2	92
Being under-staffed has impacted our ability to innovate, and to engage in service development and improvements	20	36	20	12	4	92
Being under-staffed has impacted our ability to seek and secure service funding	17	22	25	26	2	92

Table 23: Staff turnover and retention

Thinking about staff turnover and retention in your organisation, how much do you agree or disagree with the following statements?

Statements	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Grand Total
We find that it is easy to keep high quality staff	10	47	15	16	0	88
Low pay is a barrier to retaining skilled staff members	20	35	18	14	2	89
We have sufficient budget to offer meaningful learning and development opportunities to staff	11	32	24	18	2	87
We are able to provide staff with well-being support to manage in-work stress and vicarious trauma, where applicable	20	52	11	5	1	89
Our staff experience burnout and this leads to long-term sickness	6	15	26	31	11	89
Our staff experience burnout and this leads to people leaving their jobs	3	18	28	31	10	90
A lack of ability to offer job security negatively impacts staff retention	8	22	15	32	13	90

Table 24: Recruitment and retention strategies*What strategies has your organisation used to help improve recruitment and retention?*

Statements	Yes, and did help	Yes, but did not help	No, but would like to	No, this is not right for us
Apprenticeships	10	8	23	38
Support for people to develop from volunteer to paid staff member	41	2	23	15
Support for people with lived experience, or service users, to become paid staff members	48	4	23	9
Ensuring staff are well paid	50	4	28	3
Improving staff benefits (e.g. medical or life insurance policies, cycle to work schemes, EAP, increased leave, etc.)	43	9	26	6
Improving opportunities for progression	41	3	33	7
Improving professional development offer	49	7	25	4
Ensuring staff receive recognition for the work they do	69	9	6	2
Helping to instil a sense of purpose across staff	71	6	4	0
Increasing pay annually	62	10	11	4
Offering flexible working	56	7	3	16
Securing longer-term funding / permanent roles	41	5	25	10
Lower caseloads	10	7	36	25

Table 25: Learning and development opportunities*What type of learning and development opportunities do you offer to staff and/ or volunteers?*

Statements	Currently offer this	Do not currently offer this, but would like to	This is not the right fit for us
E-learning (distance learning, self study)	76	5	3
Online learning (live virtual training)	75	4	3

Face to face training	80	5	0
Coaching	46	27	7
Mentoring	40	25	10
Reverse mentoring	10	34	21
Apprenticeships	14	27	33
Qualifications	42	20	17
Work shadowing	48	15	16

Table 26: Learning and development opportunities

What would you describe as the main barriers to accessing learning and development opportunities for your organisation?

Learning and development barriers	Yes	No	Total
Not enough funding	48	47	95
Lack of time to identify learning needs	21	74	95
Lack of staff time to source and organise training	31	64	95
Insufficient staff cover	42	53	95
Lack of accredited training options	11	84	95
We do not experience barriers to accessing training	7	88	95

Appendix 5: Individual staff survey data tables

Table 1. Organisation type of individual staff survey respondents

Organisation type	Proportion of staff working in each organisation type	Count of staff working in each organisation type
Local Authority	49%	878
A charity / voluntary organisation (non-faith based)	31%	557
Housing Association	9%	156
A faith-based organisation (including faith-based charity/ voluntary organisation)	4%	64
A Registered Provider (registered with the Regulator of Social Housing)	3%	49
Part of the NHS/ health and care system	2%	41
Other	2%	30
A private company	1%	21
Grand Total	100%	1796

Table 2. Demographics

Do you consider yourself to have a disability?

	Count
Yes	258
No	1143
Prefer not to say	44
Grand Total	1445

Table 3. Demographics

Do you have caring responsibilities for a child/children and/or adults?

	Count
Yes	557
No	863
Prefer not to say	32
Grand Total	1452

Table 4. Demographics*Do you have lived experience of homelessness?*

	Count
Yes	440
No	1269
Prefer not to say	80
Grand Total	1789

Table 5. Route into current roles*Thinking about your first job within the homelessness sector, what was your route into this role?*

Routes into current roles	Count
I applied via the open job market	1151
Volunteer	179
Other	126
Placement/secondment	111
Apprenticeship	56
Lived experience / service user pathway	46
Agency	35
Internal application	15
JobCentre	15
Word of mouth	14
Graduate scheme	13
Grand Total	1761

Table 6. Routes into current roles by organisation type

Routes into current roles	Local Authority	A charity / voluntary organisation (non-faith based)
Open job market	577	354
Volunteer	43	96
Placement/secondment	72	16
Apprenticeship	35	8
Lived experience / service user pathway	19	18
Agency	18	11
Grand Total	764	503

Table 7. Roles staff were working in previously

Roles	Count
Support worker	663
Other	500
Housing officer	314
Outreach worker	259

Service manager	246
Administrator	246
Local authority [other department]	243
Volunteer at a homelessness service/organisation	232
Healthcare assistant	155
Advocacy and advice	128
This is my first role	112
Local authority customer service department	71
Fundraiser	50
HR	37
Social worker	32
Probation officer	28
Immigration officer	11

Table 8. Roles staff were working in previously by organisation type

Roles staff previously worked in	Local Authority	A charity / voluntary organisation (non-faith based)
Social worker	10	10
Healthcare assistant	49	62
Support worker	255	272
Outreach worker	120	105
Service manager	102	94
Local authority customer service department	63	4
Local authority [other department]	178	36
Housing officer	239	35
Fundraiser	9	30
Probation officer	11	6
Immigration officer	5	4
Advocacy and advice	63	50
HR	12	18
Administrator	108	87
Volunteer at a homelessness service/organisation	82	101
This is my first role	48	40

Table 9. Sectors staff were working in previously

Sectors	Count
Health and social work	514
Social housing	257
Education	232
Legal, finance and accounting	123
Business administration	181

Sales, marketing and procurement	201
Catering and hospitality	284
Research and policy	71
Protective services (e.g. security, emergency services, probation service)	104
I have only worked in the homelessness sector	116
Other	468

Table 10. Sectors staff were working in previously by organisation type

Sectors	Local Authority	A charity / voluntary organisation (non-faith based)
Health and social work	190	183
Social housing	168	47
Education	86	85
Legal, finance and accounting	68	40
Business administration	87	57
Sales, marketing and procurement	97	68
Catering and hospitality	111	119
Research and policy	33	25
Protective services (e.g. security, emergency services, probation service)	45	32
I have only worked in the homelessness sector	71	30

Table 11. Highest educational qualification across the homelessness workforce

Highest educational qualification	Count
Entry level and level 1 qualifications	71
Level 2 qualifications	151
Level 3 qualifications	391
Level 4 qualifications or above	1110
Other: vocational or work-related qualifications	45
No qualifications	26
Grand Total	1794

Table 12: Highest qualification of staff by roles

Roles	No qualifications	Entry level and level 1 qualifications	Level 2 qualifications	Level 3 qualifications	Level 4 qualifications or above	Other: vocational or work-related qualifications
Corporate and central services		2	6	16	92	
Frontline workers	12	28	47	106	255	13
Housing advice and assessment	3	12	36	75	169	6
Housing management and procurement	2	2	4	14	24	4
Senior leadership	3	4	16	39	231	9
Team leaders and service managers	1	9	26	95	249	8
Temporary accommodation workers		6	6	28	37	4
Grand Total	21	63	141	373	1057	44

Table 13: Housing and homelessness-related qualifications

Housing and homelessness-related qualifications	Count
Other leadership and management qualification (please specify)]	187
CIH Level 3 Certificate in Providing Homelessness Services	63
Level 2 Adult Social Care Certificate qualification	60
CIH Level 3 Certificate in Housing Practice	57
CIH Level 2 Certificate in Housing Practice	49
CIH Level 3 Certificate in Housing Services	41
Level 3 Diploma in Adult Care	39
Masters of Business Administration	33
CIH Level 3 Award in Housing Practice	25
Level 5 Diploma in Leadership Management for Adult Care	25
Level 4 Certificate in Principles of Leadership and Management for Adult Care	16
Level 4 Diploma in Adult Care	10
Level 5 Certificate of Fundamental Knowledge in Commissioning for Wellbeing	2
Level 5 Award in Understanding Digital Leadership in Adult Social Care	0

Table 14. Reasons for joining the homelessness sector

Reasons for joining the sector	Count
Desire to make a positive difference in the lives of others	1426
Want to change the system to improve the lives of others	802
Feel my values align with those of homelessness services	738
There was an available job opportunity	416
Personal experience of homelessness	224
Job security/stability	206
Good working terms and conditions	204
Inspired by a degree in social work (or related)	75
Pathway to a career in health or social care	71
Fair pay	60
Other	48
Entrepreneurial sector with opportunities for development	35
High demand for workers	21

Table 15. Benefits of working in the homelessness sector

Benefits of working in the homelessness sector	Percentage	Count
Ability to make a positive difference to someone's life	75%	1272
Ability to work with different types of people	40%	686
Variety in my role	36%	611
A rewarding career	32%	538
Flexible working opportunities	26%	442
My organisation's values align with my own	25%	426
Job security	10%	172
Variety in how my career could progress	8%	140
An inclusive working culture	7%	126
Fair remuneration / salary	6%	102
Other	2%	26
Plenty of opportunities local to me	1%	25

Table 16. Challenges of working in the homelessness sector

Challenges of working in the sector	Percentage	Count
Complexity of clients' needs	42%	716
High workload	42%	709
Funding uncertainty	31%	527
Burnout	29%	496
Low pay	23%	397
Wider systemic funding constraints	23%	389
Vicarious trauma (e.g. indirect trauma resulting from repeated exposure to traumatic stories or narratives)	19%	319
Lack of career progression	15%	251
Organisational restructures	12%	212
Job insecurity	11%	189
Feeling undervalued in my role	10%	174
Pressure to meet targets	9%	155
Other	4%	69
Post commissioning contract transfers e.g. TUPE	2%	35
Discrimination due to protected characteristics e.g. gender, race, disability	1%	23

Table 17: Impact of current role on wellbeing

How does your current role impact your wellbeing?

Impact	Count
Very positively	320
Slightly positively	430
No impact	188
Slightly negatively	679
Very negatively	124
Grand Total	1741

Table 18: Impact of current role on wellbeing by organisation type

Organisation type	Very positively	Slightly positively	No impact	Slightly negatively	Very negatively
Local Authority	112	191	106	364	74
A charity / voluntary organisation (non-faith based)	123	149	41	199	28
Housing Association	28	44	20	51	9
Grand Total	263	384	167	614	111

Table 19: Impact of wellbeing by roles

Roles	Very positively	Slightly positively	No impact	Slightly negatively	Very negatively
Frontline workers	86	116	52	167	25
Housing advice and assessment	38	61	34	130	36
Team leaders and service managers	59	71	36	183	29
Senior leadership	73	74	20	111	11
Corporate and central services	25	40	14	26	8
Grand Total	281	362	156	617	109

Table 20: Skills in demand to support current roles (in total)

Skills in demand	Percentage	Count
Communication	68%	1132
Managing challenging behaviour	65%	976
Team working	65%	1030
Time management	63%	925
Professional boundaries	62%	1077
Active listening	62%	1042
Creative problem solving	60%	585
IT	59%	1082
Partnership working	59%	705
Conflict resolution	58%	927
Negotiation and influencing	56%	774
Risk assessment	56%	970
Solutions focused	56%	578
Trauma Informed Care	53%	559
Ethical behaviour	52%	1027
Strategic thinking	51%	1000
Assessment and support planning	47%	928
Strengths-based practice	43%	882
Change management	36%	851
Project management	35%	858
Data analysis	35%	958
Motivational interviewing	35%	590
Coaching	34%	492
Impact reporting	32%	581
Financial acumen	30%	533
AI and big data	17%	284
Other	4%	64

Table 21: Knowledge in demand to support current roles (in total)

Knowledge in demand	Percentage	Count
Safeguarding	77%	1254
Housing and homelessness legislation and statutory requirements	74%	1199
EDI	71%	1159
Stress, vicarious trauma and managing wellbeing	70%	1139
Data protection	69%	1122
Mental health and mental capacity act	69%	1117
Welfare benefits	67%	1087
Substance and alcohol use	66%	1077
Self-harm and suicide	63%	1023
Housing and homelessness case law and/or legal precedents	60%	982
Immigration and asylum system	60%	981
Lone working	58%	940
Advocacy	56%	908
Modern slavery	54%	872
Psychologically informed environments (PIE)	53%	868
Gender informed experiences of homelessness	53%	859
Multiple disadvantage	51%	835
External policy and political environment	48%	780
Youth informed experiences homelessness	43%	707
Funding landscape	39%	631
Hoarding	38%	614
Governance	36%	594
Finance for non finance specialists	34%	548
Other	4%	64

Table 22. Skills and knowledge in demand for Frontline Workers

Skills	%	Knowledge	%
Managing challenging behaviour	69%	Safeguarding	80%
Communication	62%	Stress, vicarious trauma and managing wellbeing	78%
Professional boundaries	61%	Substance and alcohol use	77%
Active listening	61%	Self-harm and suicide	74%
Trauma Informed Care	61%	Mental health and mental capacity act	74%
Team working	61%	Welfare benefits	71%

Risk assessment	59%	Equality, diversity and inclusion (EDI)	70%
Conflict resolution	57%	Housing and homelessness legislation and statutory requirements	68%
Creative problem solving	57%	Lone working	66%
Time management	55%	Data protection	63%
Assessment and support planning	55%	Advocacy	63%
Partnership working	53%	Psychologically informed environments (PIE)	62%
Negotiation and influencing	50%	Immigration and asylum system	58%
Ethical behaviour	49%	Modern slavery	55%
IT	49%	Gender informed experiences of homelessness	55%
Solutions focused	45%	Multiple disadvantage	55%
Strength-based practice	43%	Housing and homelessness case law and/or legal precedents	52%
Strategic thinking	43%	Hoarding	42%
Motivational interviewing	34%	Youth informed experiences homelessness	42%
Coaching	31%	External policy and political environment	36%
Change management	26%	Funding landscape	26%
Project management	21%	Finance for non finance specialists	21%
Impact reporting	19%	Governance	20%
Financial acumen	18%		
Data analysis	14%		
AI and big data	10%		

Table 23. Skills and knowledge in demand for Housing Advice and Assessment

Skills	%	Knowledge	%
Managing challenging behaviour	73%	Housing and homelessness legislation and statutory requirements	89%
Communication	71%	Safeguarding	84%
Time management	68%	Housing and homelessness case law and/or legal precedents	80%
Active listening	67%	Welfare benefits	78%
Team working	66%	Equality, diversity and inclusion (EDI)	77%
Professional boundaries	65%	Mental health and mental capacity act	76%
IT	59%	Stress, vicarious trauma and managing wellbeing	76%
Creative problem solving	59%	Immigration and asylum system	76%
Negotiation and influencing	58%	Data protection	75%
Conflict resolution	57%	Substance and alcohol use	70%

Solutions focused	57%	Self-harm and suicide	69%
Risk assessment	56%	Modern slavery	65%
Partnership working	55%	Advocacy	56%
Trauma Informed Care	49%	Lone working	56%
Ethical behaviour	48%	Gender informed experiences of homelessness	55%
Assessment and support planning	46%	Youth informed experiences homelessness	55%
Strategic thinking	43%	External policy and political environment	49%
Strength-based practice	32%	Multiple disadvantage	45%
Motivational interviewing	28%	Psychologically informed environments (PIE)	40%
Data analysis	21%	Hoarding	37%
Change management	20%	Governance	29%
Financial acumen	20%	Finance for non finance specialists	27%
Coaching	20%	Funding landscape	25%
Project management	18%		
Impact reporting	16%		
AI and big data	8%		

Table 24. Skills and knowledge in demand for Temporary Accommodation Workers

Skills	%	Knowledge	%
Managing challenging behaviour	77%	Safeguarding	79%
Team working	69%	Welfare benefits	76%
Communication	67%	Housing and homelessness legislation and statutory requirements	75%
Conflict resolution	65%	Substance and alcohol use	75%
Time management	63%	Mental health and mental capacity act	72%
Partnership working	62%	Stress, vicarious trauma and managing wellbeing	71%
Creative problem solving	62%	Data protection	69%
Professional boundaries	60%	Lone working	69%
IT	59%	Self-harm and suicide	69%
Risk assessment	59%	Equality, diversity and inclusion (EDI)	67%
Active listening	59%	Housing and homelessness case law and/or legal precedents	61%
Solutions focused	55%	Advocacy	56%
Negotiation and influencing	49%	Immigration and asylum system	56%
Trauma Informed Care	49%	Modern slavery	52%

Ethical behaviour	47%	Gender informed experiences of homelessness	51%
Assessment and support planning	45%	Hoarding	47%
Strategic thinking	38%	Youth informed experiences homelessness	43%
Strength-based practice	36%	External policy and political environment	39%
Motivational interviewing	29%	Psychologically informed environments (PIE)	36%
Project management	27%	Multiple disadvantage	35%
Impact reporting	24%	Governance	28%
Change management	23%	Finance for non finance specialists	28%
Coaching	21%	Funding landscape	27%
Data analysis	21%		
Financial acumen	19%		
AI and big data	14%		

Table 25. Skills and knowledge in demand for Housing Management and Procurement

Skills	%	Knowledge	%
Communication	60%	Safeguarding	84%
IT	60%	Housing and homelessness legislation and statutory requirements	77%
Conflict resolution	60%	Equality, diversity and inclusion (EDI)	75%
Solutions focused	58%	Welfare benefits	73%
Team working	58%	Data protection	70%
Managing challenging behaviour	58%	Stress, vicarious trauma and managing wellbeing	64%
Active listening	58%	Immigration and asylum system	64%
Professional boundaries	53%	Mental health and mental capacity act	61%
Partnership working	53%	Housing and homelessness case law and/or legal precedents	59%
Negotiation and influencing	51%	Lone working	57%
Creative problem solving	49%	Substance and alcohol use	55%
Risk assessment	47%	Self-harm and suicide	50%
Ethical behaviour	47%	Gender informed experiences of homelessness	50%
Time management	44%	Advocacy	45%
Trauma Informed Care	40%	Psychologically informed environments (PIE)	45%
Strength-based practice	36%	Modern slavery	43%
Data analysis	36%	Multiple disadvantage	41%

Assessment and support planning	33%	External policy and political environment	39%
Strategic thinking	31%	Hoarding	34%
Impact reporting	31%	Youth informed experiences homelessness	34%
Financial acumen	29%	Governance	32%
Project management	27%	Funding landscape	30%
Motivational interviewing	27%	Finance for non finance specialists	25%
Change management	27%		
Coaching	16%		
AI and big data	11%		

Table 26. Skills and knowledge in demand for Corporate and Central Services

Skills	%	Knowledge	%
Communication	72%	Data protection	71%
IT	71%	Equality, diversity and inclusion (EDI)	67%
Time management	64%	Safeguarding	60%
Team working	58%	External policy and political environment	52%
Data analysis	57%	Housing and homelessness legislation and statutory requirements	49%
Creative problem solving	56%	Funding landscape	48%
Strategic thinking	54%	Governance	47%
Professional boundaries	50%	Stress, vicarious trauma and managing wellbeing	43%
Solutions focused	50%	Finance for non finance specialists	43%
Project management	50%	Mental health and mental capacity act	40%
Ethical behaviour	48%	Multiple disadvantage	38%
Partnership working	45%	Psychologically informed environments (PIE)	38%
Active listening	45%	Advocacy	36%
Impact reporting	42%	Gender informed experiences of homelessness	36%
Negotiation and influencing	41%	Housing and homelessness case law and/or legal precedents	34%
Change management	34%	Welfare benefits	34%
Financial acumen	30%	Immigration and asylum system	33%
AI and big data	29%	Substance and alcohol use	32%
Managing challenging behaviour	28%	Youth informed experiences homelessness	29%
Risk assessment	28%	Lone working	26%
Conflict resolution	28%	Self-harm and suicide	24%
Strength-based practice	24%	Modern slavery	23%

Trauma Informed Care	22%	Hoarding	14%
Coaching	17%		
Assessment and support planning	14%		
Motivational interviewing	14%		

Table 27. Skills and knowledge in demand for Team Leaders and Service Managers

Skills	%	Knowledge	%
Managing challenging behaviour	75%	Safeguarding	85%
Communication	72%	Housing and homelessness legislation and statutory requirements	83%
Team working	71%	Stress, vicarious trauma and managing wellbeing	80%
Time management	70%	Equality, diversity and inclusion (EDI)	80%
Partnership working	69%	Mental health and mental capacity act	79%
Professional boundaries	68%	Data protection	77%
Active listening	68%	Substance and alcohol use	76%
Conflict resolution	67%	Housing and homelessness case law and/or legal precedents	75%
Creative problem solving	67%	Welfare benefits	75%
Negotiation and influencing	66%	Self-harm and suicide	73%
Solutions focused	66%	Immigration and asylum system	71%
IT	64%	Lone working	68%
Risk assessment	64%	Modern slavery	68%
Trauma Informed Care	63%	Multiple disadvantage	67%
Strategic thinking	62%	Advocacy	66%
Ethical behaviour	59%	Psychologically informed environments (PIE)	65%
Assessment and support planning	55%	Peer informed experiences of homelessness	63%
Strength-based practice	54%	External policy and political environment	59%
Data analysis	49%	Youth informed experiences homelessness	57%
Motivational interviewing	48%	Funding landscape	53%
Project management	48%	Governance	49%
Change management	47%	Hoarding	48%
Coaching	46%	Finance for non finance specialists	43%
Impact reporting	41%		
Financial acumen	39%		
AI and big data	22%		

Table 28. Skills and knowledge in demand for Senior Leadership

Skills	%	Knowledge	%
Strategic thinking	69%	Housing and homelessness legislation and statutory requirements	78%
Communication	68%	Safeguarding	72%
Creative problem solving	68%	Data protection	71%
Solutions focused	64%	Equality, diversity and inclusion (EDI)	70%
Team working	64%	Stress, vicarious trauma and managing wellbeing	67%
Negotiation and influencing	64%	External policy and political environment	67%
Partnership working	64%	Funding landscape	67%
Time management	63%	Mental health and mental capacity act	64%
IT	62%	Governance	62%
Professional boundaries	61%	Psychologically informed environments (PIE)	62%
Active listening	61%	Substance and alcohol use	58%
Change management	61%	Welfare benefits	57%
Project management	60%	Finance for non finance specialists	57%
Conflict resolution	60%	Housing and homelessness case law and/or legal precedents	57%
Data analysis	59%	Immigration and asylum system	57%
Impact reporting	59%	Multiple disadvantage	56%
Risk assessment	57%	Self-harm and suicide	56%
Managing challenging behaviour	56%	Lone working	54%
Ethical behaviour	56%	Gender informed experiences of homelessness	53%
Trauma Informed Care	53%	Advocacy	51%
Strength-based practice	53%	Modern slavery	48%
Coaching	52%	Hoarding	36%
Financial acumen	52%	Youth informed experiences homelessness	33%
Assessment and support planning	44%		
Motivational interviewing	42%		
AI and big data	30%		

Table 29: Learning and development opportunities

	Have been offered, and done this	Have not been offered, but would like to do it	This is not of interest to me	Total
E-learning (distance learning, self study)	1337	108	77	1522
Online learning (live virtual training)	1361	99	51	1511
Face to face training	1302	169	39	1510
Coaching	457	561	282	1300
Mentoring	409	609	273	1291
Reverse mentoring	110	606	462	1178
Apprenticeships	147	269	785	1201
Qualifications	388	635	268	1291
Work shadowing	639	393	291	1323
CPD accredited training	347	644	266	1257

Table 30. Progression by ethnicity (white vs non-white)

Wanting to progress?	White	Non-White	Grand Total
Yes	609	134	743
No	318	32	350
Don't know	296	48	344

Table 31. Progression by ethnicity (refined ethnicities)

	Yes	No	Don't know	Grand Total
White	609	318	296	1223
Black/ African/Caribbean/Black British	56	13	15	84
Asian/Asian British	32	2	6	40
Mixed/Multiple ethnic groups	33	10	18	61
Other	13	7	9	29

Table 32: Barriers to progression

Barriers to progression	Count
Lack of progression opportunity within my organisation	628
Lack of learning and development opportunities (e.g. training)	236
Precarity of roles e.g. fixed-term contracts	341
More senior roles are badly paid in comparison with my current role (lack of pay difference)	189
Unclear progression routes within my field	380
Discrimination (e.g. race, gender, age, disability)	67
Lack of flexibility to maintain work/life balance or caring responsibilities	218

The kind of role that I am looking for is not often advertised/ available	335
I don't think there are any challenges to progression	296

Table 33: Enablers of progression

Which of the following would be most helpful for you in your own career progression?

	Extremely helpful	Very helpful	Somewhat helpful	Slightly helpful	Not at all helpful	Unsure	Total
CV and cover letter builder	106	126	237	157	246	79	951
Interview simulator	141	186	218	147	171	87	950
Information about possible career paths	242	391	193	84	45	40	995
Information about skills needed for different roles	245	415	198	66	45	30	999
Career assessments	177	353	228	62	70	83	973
Mentoring	237	365	179	81	54	66	982
Training	333	415	160	46	19	27	1000
Sector standard qualifications	302	338	162	55	47	77	981
Wider not sector specific qualifications e.g. postgraduate qualifications	203	262	198	95	77	109	944
Leadership development programme	334	360	153	48	42	55	992
Coaching	217	354	188	83	46	68	956
Increased opportunities to progress	448	387	97	31	15	37	1015
Opportunities to network and connect with other professionals	285	384	192	54	27	42	984
Better support for parents taking parental leave, or returning to work	151	196	126	56	181	206	916

Table 34: Length of time in current roles

Length of time in current roles	Count
Less than 1 year	316
1-2 years	493
3-5 years	523
6-10 years	242
10-15 years	101
16-25 years	89
26+ years	33
Grand Total	1797

Table 35: Length of time in sector

Length of time in sector	Count
Less than 1 year	144
1-2 years	256
3-5 years	426
6-10 years	343
10-15 years	212
16-25 years	267
26+ years	136
Grand Total	1784

Table 36: Likelihood of staff working in sector long-term

Likelihood of staff working in sector long-term	Count
Very likely	590
Likely	451
Neither likely nor unlikely	187
Unlikely	115
Very unlikely	52
Don't know	80
Grand Total	1475

Table 37: Likelihood of staff working in sector long-term in different organisation types

Organisation type	Very likely	Likely	Neither likely nor unlikely	Unlikely	Very unlikely	Don't know
Local Authority	298	235	82	56	23	30
A charity / voluntary organisation (non-faith based)	175	135	59	35	14	32
Housing Association	57	32	21	8	7	5
Grand Total	530	402	162	99	44	67

Table 38: Reasons to continue working in the sector long-term

Reasons to stay	Count
Ability to make a positive difference to someone's life	652
A rewarding career	534
Variety in my role	287
Flexible working opportunities	268
Good work/ life balance	254
My organisation's values align with my own	242
Ability to work with different types of people	205
Fair pay	119
Opportunities for learning and development	77
Opportunities for progression	72
Variety in how my career could progress	53

Table 39: Reasons to leave the sector

Reasons to leave the sector	Count
Risk/experience of burnout	86
Seeking to improve my pay	61
Lack of career progression	44
Workload is too high	39
Feeling undervalued	35
I want to career change / have discovered an new interest or specialism that I wish to pursue	27
Job insecurity	18
Health reasons	11
I want to work in another related sector e.g. social work, or care work	10
Lack of staff benefits (e.g. medical or life insurance policies, cycle to work schemes)	9
Working hours	9
I want to pursue further education/training/re-train	7
Lack of permanent roles	6

Appendix 5: Homeless Link Jobs Board Statistics

Table 1: Average of salary midpoints

Average of salary midpoints of jobs advertised between September 2024 and August 2025 on the Homeless Link jobs board

Row Labels	Count of Sector(s)	Average of Mid Point
Director/CEO jobs	15	£55,065.47
Experts by Experience jobs	95	£28,484.93
Frontline jobs	505	£28,404.49
HR jobs	10	£29,795.49
Office Support jobs	48	£30,146.84
Other jobs	217	£30,981.34
Project Manager/Officer jobs	62	£38,424.56
Senior Manager jobs	64	£43,072.29
Service Manager/Coordinator jobs	123	£36,153.81

Table 2: Number of jobs advertised by role

Number and percentage of jobs advertised by role

Row Labels	Count of Sector(s)	Percentage of total jobs (830 jobs)
Director/CEO jobs	15	1.8%
Experts by Experience jobs	95	11.4%
Frontline jobs	505	60.8%
HR jobs	10	1.2%
Office Support jobs	48	5.8%
Other jobs	217	26.1%
Project Manager/Officer jobs	62	7.5%
Senior Manager jobs	64	7.7%

Service Manager/Coordinator jobs	123	14.8%
----------------------------------	-----	-------

Table 3: Number of jobs advertised by salary band

Number and percentage of jobs advertised by salary band

Salary band	Number of roles advertised
<£15k	17
£15k-£20k	20
£20k-£25k	95
£25k-£30k	314
£30k-£35k	183
£35k-£40k	99
£40k-£45k	45
£45k-£50k	19
£50k-£55k	14
£55k-£60k	7
£60k-£65k	10
£65k-£70k	2
£70k-£75k	1
£75k-£80k	1
£80k-£85k	2
£85k-£90k	
£90k-£95k	
£95k-£100k	
£100k+	1
Grand Total	830