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# Ending Homelessness Outcome Framework: Workforce Survey 2025



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# Ending Homelessness Outcome Framework: Workforce Survey 2025

Author: Meghan Duffin

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

For further information please contact:

Housing Research Team

Knowledge & Analytical Services

Welsh Government

Cathays Park

Cardiff

CF10 3NQ

[HousingResearchTeam@gov.wales](mailto:HousingResearchTeam@gov.wales)

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# 1. Introduction and background

This report sets out the findings from the second wave of a workforce survey conducted with individuals who deliver support services and activities for individuals experiencing, or at risk of experiencing, homelessness in Wales.

The first wave of this survey ran between November 2023 and January 2024. The survey was developed by the Welsh Government to inform the Ending Homelessness Outcomes Framework (Welsh Government, 2024)<sup>1</sup>, to help to measure progress against the long-term outcomes for homelessness and the housing support workforce. The survey focuses on Strategic Outcome 4: Workforce - A resilient and valued homelessness and housing support workforce recognised for their expertise, and explores the following detailed outcomes:

- Outcome 1: Homelessness, housing, and housing support staff feel valued, supported and recognised for their skills and experience
- Outcome 2: Homelessness, housing and housing support staff have the support, time, and are skilled and confident in delivering person-centred trauma-informed support (PCTIS)
- Outcome 3: Homelessness, housing and housing support staff recruitment and retention meet the housing-related support needs of people in Wales.

To support these aims, the survey included a range of questions that explored staff experiences, perceptions, and challenges. Questions related to feeling valued and recognised asked respondents to reflect on how their skills and experience are acknowledged by managers, organisations and professionals from other public services. Questions also focused on their well-being in and outside of work and their experiences with vicarious trauma<sup>2</sup>. To assess if staff were equipped to deliver person centred trauma informed support (PCTIS), the survey collected data on access to regular reflective practice, staff confidence in applying PCTIS principles, and the availability of relevant training. Questions on workforce recruitment and retention focused on working conditions and opportunities for professional development.

By collecting this data, the survey provides insights into the strengths and pressures within the workforce. The findings contribute directly to understanding how well the sector is progressing towards building a resilient, skilled, and valued workforce, and

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<sup>1</sup> [Ending Homelessness Outcomes Framework | GOV.WALES](#)

<sup>2</sup> 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.

will inform future policy and practice to improve support for staff and, ultimately, outcomes for people experiencing homelessness.

## **2. Methodology**

### **2.1. Approach**

The survey was presented to staff within local authorities, housing associations and third sector organisations who deliver support services and activities for individuals experiencing, or at risk or experiencing, homelessness.

Survey questions were designed by Government Social Researchers in the housing research team in consultation with the homelessness prevention policy team. External stakeholders within Cymorth Cymru and Community Housing Cymru were also consulted. For consistency, the majority of survey questions have been maintained from the first wave. Following feedback from stakeholders, one change was made to the survey questions from the first wave: the addition of the category 'Admin/back-office role' to Q3 ('Role').

Introductory text to the survey made participants aware that their responses would be anonymous. Participants were also made aware in the privacy notice that any potentially identifying data that they provided in their responses would be removed prior to publication.

The survey was delivered using the online survey software Smart Survey. The online survey contained both a Welsh language and an English language option. The survey was opened to responses on the 21 March 2025 and closed to responses on the 16 May 2025. The survey was disseminated by external partners in Cymorth Cymru, Community Housing Cymru, Welsh Local Government Association and Local Authorities through their existing communication channels. A total of 619 responses were recorded during this period, an increase from the number received in the first wave (303 qualifying responses). It's important to note that the sample is expected to vary year on year due to differences in distribution methods and the high staff turnover that is common within the workforce. The survey was also distributed over a different period of time than the first wave.

Government Social Researchers in the 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 Microsoft excel. Responses were filtered to ensure only respondents who met the following qualifying criteria would be included in the analysis:

- respondents who worked within the homelessness and housing support workforce in Wales
- at least one question had been answered

555 responses met these criteria and were included in the analysis. No responses were recorded in Welsh meaning that no translation was needed. A descriptive



analysis was performed on the quantitative data by the housing research team using excel pivot tables. A thematic analysis was also performed on the free text responses provided in the survey using the software MaxQDA. Themes identified during the first wave were used as a foundation for this analysis; however, a review was also undertaken to identify and incorporate any new or emerging themes relevant to the current wave.

## **2.2. Limitations**

The survey is designed to capture the views and experiences of the workforce as a whole, rather than track changes at an individual or organisational level. Given this aim, it would not be appropriate to collect or include identifiable information about individual respondents or the organisations they work for. This means the survey sample is expected to vary between waves due to differences in distribution methods, the high staff turnover typical of the sector, and the fact that the second wave was conducted during a different time period than the first. Therefore, comparisons across waves are limited, as it is not possible to determine whether the same individuals have completed the survey each time.

Moreover, the final dataset includes partial responses. It is possible that this may have resulted in duplicate entries if individuals initially submitted a partial response and later completed the survey in full, from a different IP address.

For Questions 2 ('Organisation') and 3 ('Role Type'), respondents were able to select multiple options, for example, both 'Local Authority (housing)' and 'Housing Association'. This approach allowed individuals to choose the categories that best reflected their roles and affiliations. However, this flexibility also presented a limitation for analysis, as researchers had to interpret open-text responses to determine the most appropriate categorisation for some responses. For example, when respondents selected both 'manager/senior leader' and 'admin/back office,' their responses were reclassified solely as "manager/senior leader" to streamline analysis. This manual categorisation introduced a degree of subjectivity into the classification process.

### 3. Respondents summary

Total qualifying responses: 555

**Table 1. Breakdown of responses by employer organisation**

Organisation	No. Responses	% Responses
Third Sector	185	33.3
Local Authority (housing and homelessness)	198	35.7
Housing Association	170	30.6
No answer	2	0.4
Total	555	100

**Table 2. Breakdown of responses by participant role**

Role	No. Responses	% Responses
Frontline Worker	310	55.9
Manager/Senior Leader	205	36.9
Admin/Back-office role	23	4.1
Other	16	2.9
No Answer	1	0.2
Total	555	100

## 4. Quantitative findings

The following section presents the high-level quantitative findings for each outcome in tables. Any statistically significant findings between groups have then been presented in graphs.

### 4.1. Outcome 1: Value, support, and recognition

**Table 3. Percentage agreement with the statement ‘I am valued for my skills and experience by...’**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
My manager (n=503)	2.4	4.4	7.0	36.6	49.7
My organisation (n=497)	3.6	6.8	18.5	41.2	29.8
Professionals from other public services (n=498)	2.2	7.8	19.9	50.4	19.7

**Table 3. Percentage agreement with the statement ‘I am supported in my role by...’**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
My manager (n= 499)	2.8	2.6	9.2	30.9	54.5
My organisation (n=497)	3.8	6.2	15.3	41.6	33.0
Professionals from other public services (n=496)	2.8	7.1	25.6	48.6	15.9

Respondents most frequently responded positively to questions about feeling valued for their skills and experiences and being supported in their roles. Of the six statements within these two areas, four were answered most commonly with 'Agree.' Notably, the two statements concerning how participants felt they were treated by their managers received the highest level of agreement, with 'Strongly Agree' being the most frequent response.

**Table 5. Percentage agreement with the statement 'I am appropriately recognised and rewarded for my performance...'**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
Within my organisation (n= 493)	9.3	21.1	35.9	24.3	9.3
Compared to similar roles in the sector (n=495)	5.7	16.4	38.2	27.7	12.1
Compared to similar roles in other sectors (n=498)	7.0	13.3	25.7	36.3	17.7

**Table 6. Percentage agreement with the statement 'I am appropriately recognised and rewarded for my level of responsibility...'**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
Within my organisation (n= 491)	8.8	20.4	38.1	25.7	7.1
Compared to similar roles in the sector (n=494)	5.7	18.8	36.8	29.1	9.5
Compared to similar roles in other sectors (n=497)	6.6	16.3	22.1	39.0	15.9

Among the six questions assessing if participants felt they were being ‘appropriately recognised and rewarded’ for their level of performance or for their responsibility, four were most frequently answered ‘Neither Agree nor Disagree.’ The statements relating to the participant’s feeling rewarded for their performance and responsibility compared to similar roles in other sectors was most frequently answered ‘Agree.’

**Table 7. Percentage agreement with the statement ‘Working within the homelessness and housing support sector has positively impacted my sense of wellbeing...’**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
When at work (n= 497)	6.8	19.1	22.7	35.6	15.7
Outside of work (n=495)	5.9	17.0	29.9	33.3	13.9
Overall (n=496)	5.4	17.5	27.8	36.3	12.9

Respondents most frequently answered statements on whether they felt working in the sector had positively impacted their sense of wellbeing with ‘Agree.’

**Table 8. Percentage agreement with statements regarding vicarious trauma**

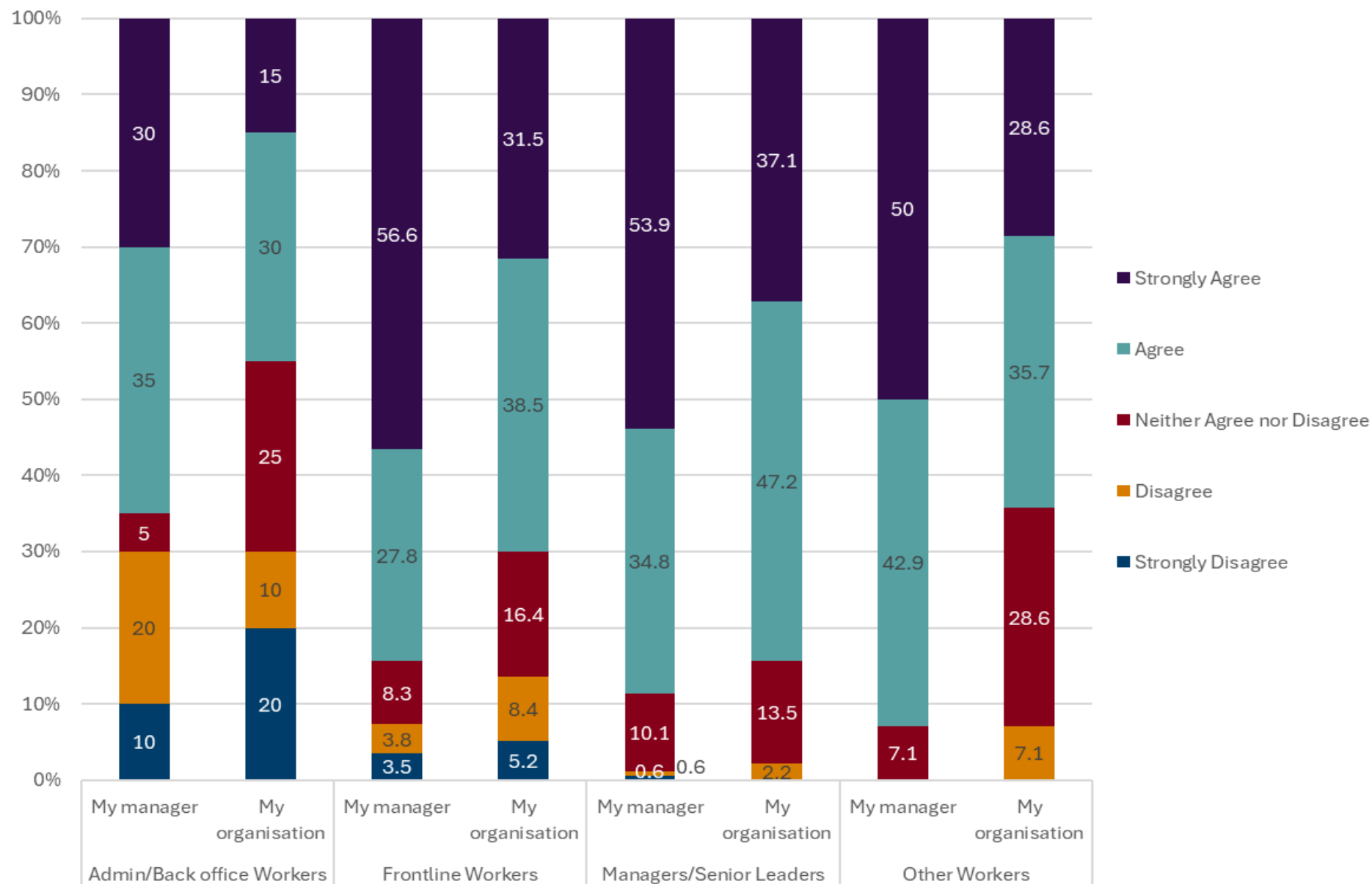
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
Vicarious trauma can occur as a result of my job (n=492)	1.2	4.5	11.6	45.7	37.0
I feel supported by my organisation to deal with the impact of vicarious trauma (n=491)	4.1	11.6	21.4	39.5	23.4

For questions on vicarious trauma, participants most commonly answered 'agree' that both vicarious trauma<sup>3</sup> can occur as a result of their job and that they felt supported to deal with the impacts of vicarious trauma.

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<sup>3</sup> 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.

**Figure.1 Percentage agreement to the statement ‘I am valued for my skills and experience by....’**

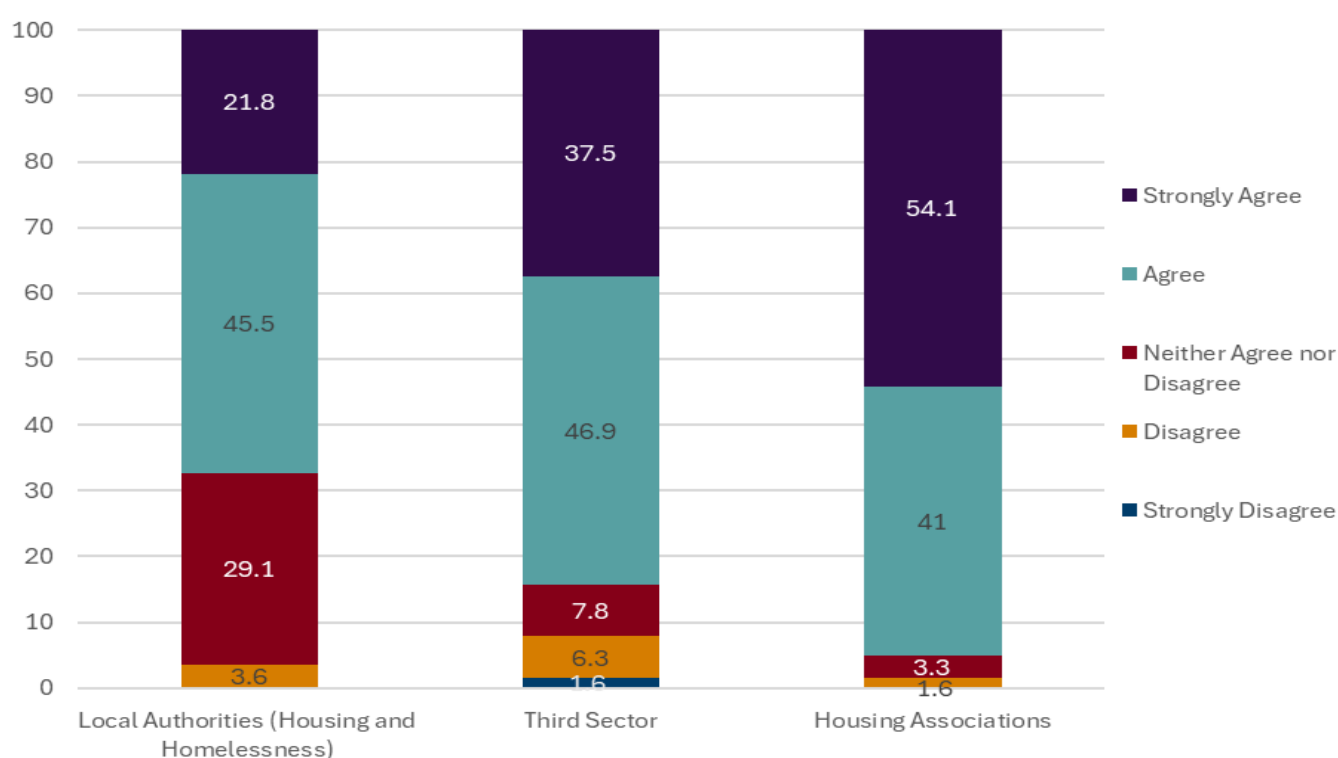


Managers/senior leaders, frontline and other workers most frequently responded agree or strongly agree to statements regarding feeling valued by their managers, organisation and by other professionals.

Those in admin/back-office roles more frequently provided neutral or negative responses (either 'Neither Agree nor Disagree', 'Disagree' or 'Strongly Disagree') (55.0%) to the statement regarding feeling valued by their organisation.

A notably larger percentage of frontline workers provided neutral or negative responses to statements of being valued regarding their managers (15.6%) and organisations (34.3%) than managers/senior leaders (8.8% and 17.2% respectively).

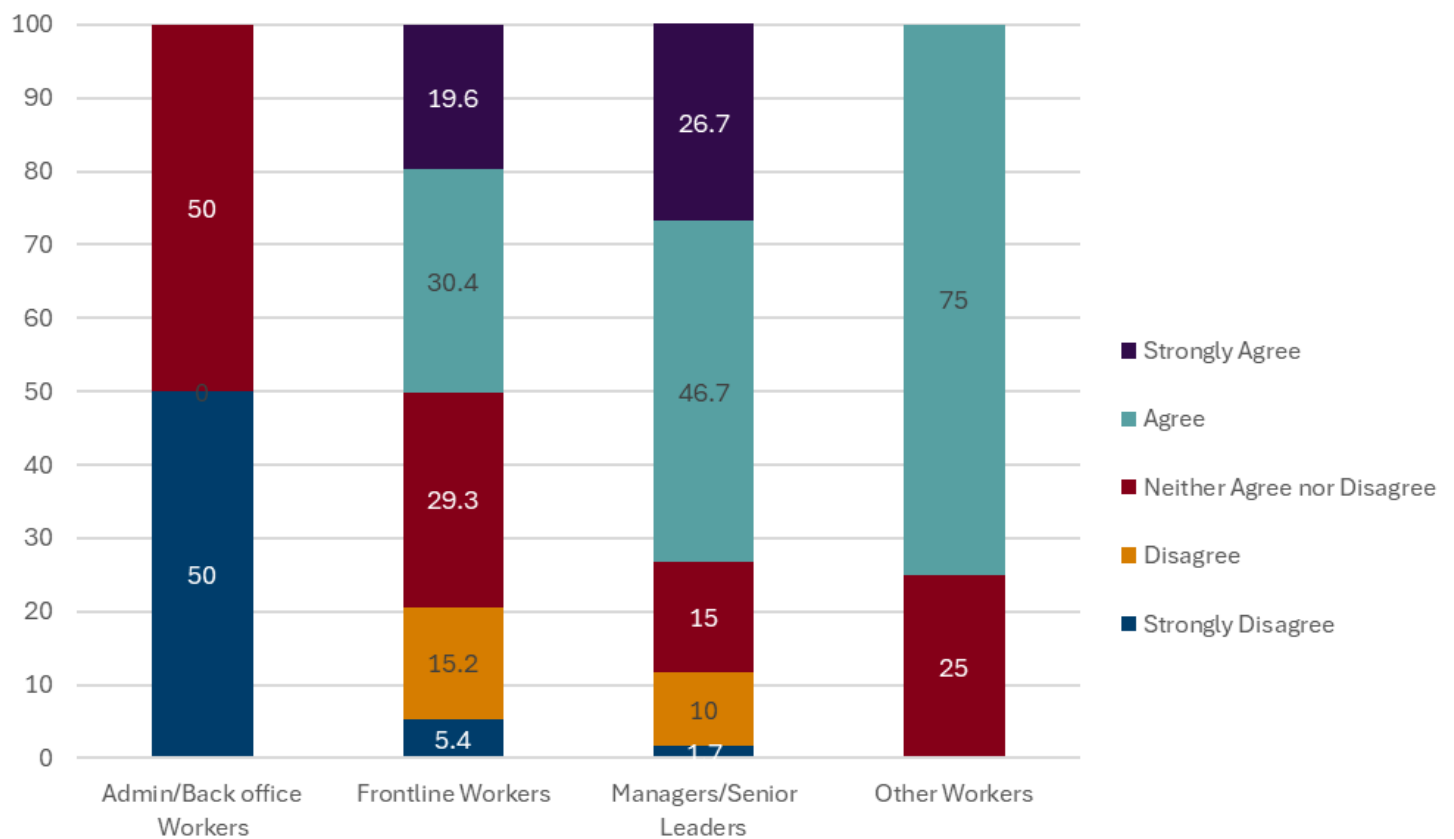
**Figure.2 Managers/senior leaders vs Organisation type: 'I am valued for my skills and experience by...'**



A larger proportion of managers and senior leaders in Local Authorities (housing and homelessness) gave neutral or negative responses to feeling valued by their organisation (32.7%) compared to those in the third sector (15.6%) and housing associations (4.9%).

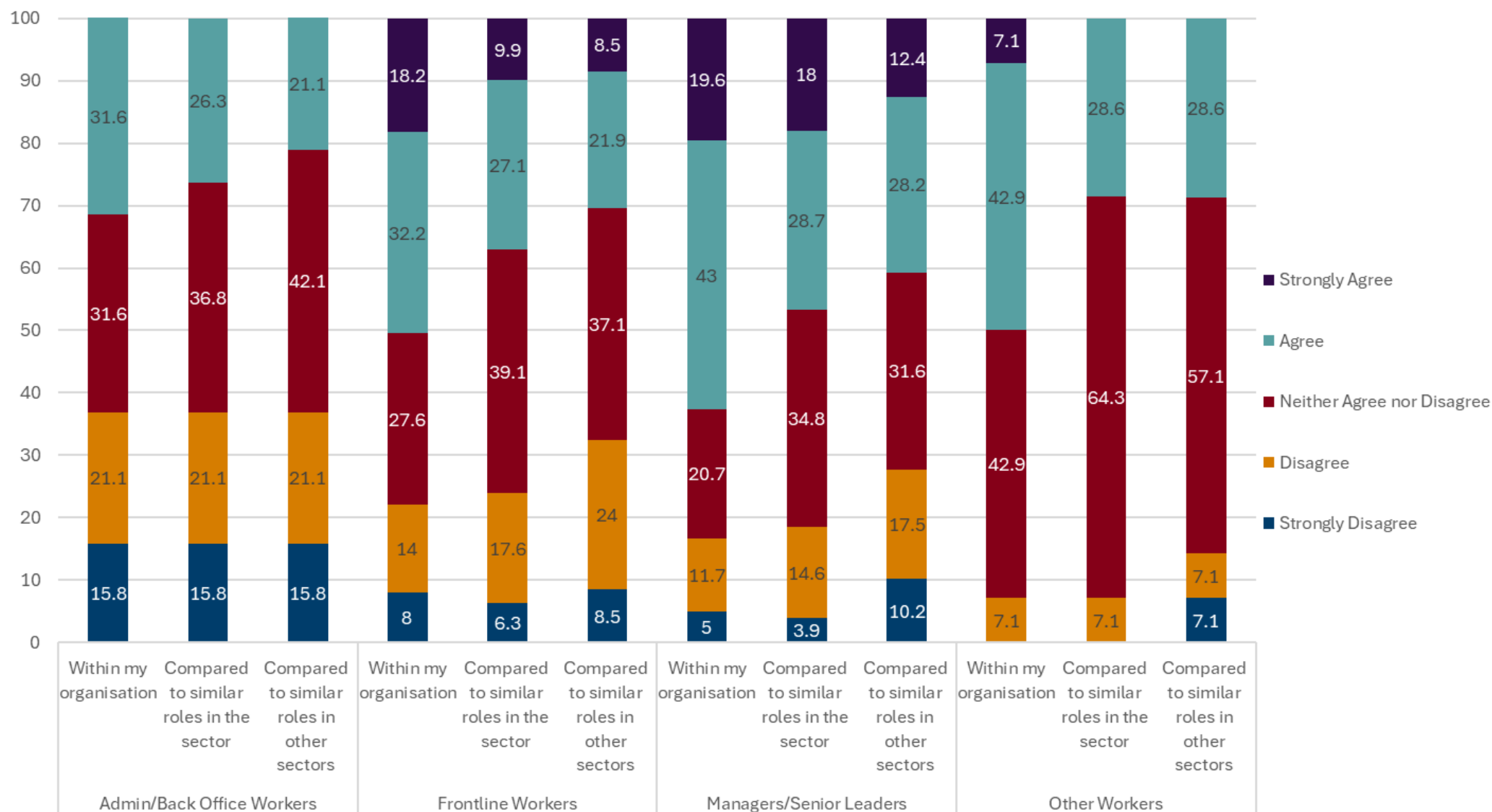


**Figure.3 Percentage agreement by role type to 'I am appropriately recognised and rewarded for my level of responsibility within my organisation' for Housing Associations**



A notably larger percentage of frontline workers working in Housing associations provided neutral or negative responses to statements of being appropriately recognised and rewarded for their level of responsibility within their organisation (50.0%) than managers/senior leaders in Housing associations (26.7%).

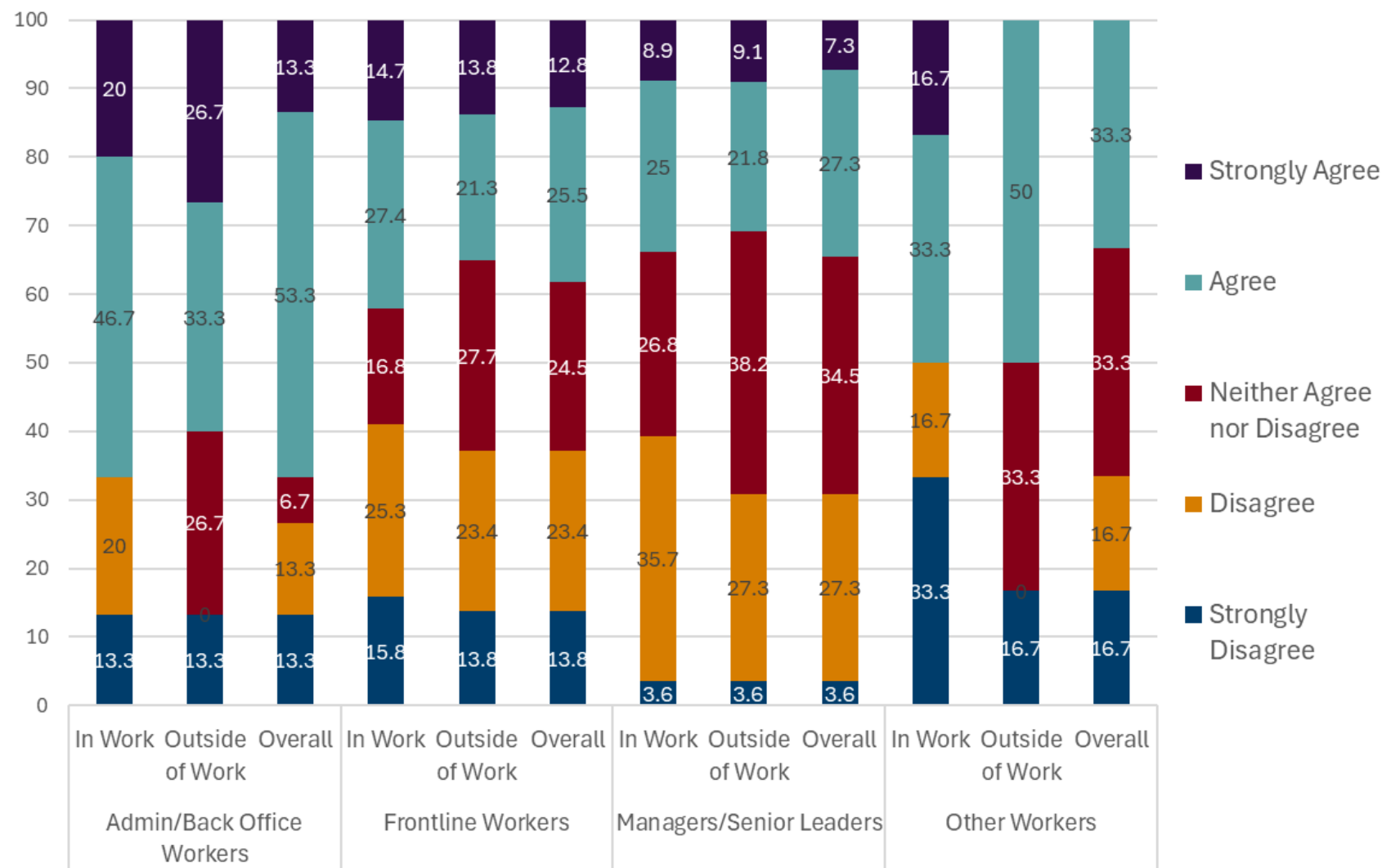
**Figure.4 Percentage agreement by role to the statement 'I am appropriately recognised and rewarded for my performance...'**



Managers/senior leaders were more likely to report feeling positive about statements regarding being appropriately recognised and rewarded for their performance within their organisation (62.6%), compared to the sector (46.6%), and compared to other sectors (40.7%) than admin/back-office workers (31.6%, 26.3% and 21.1% respectively).

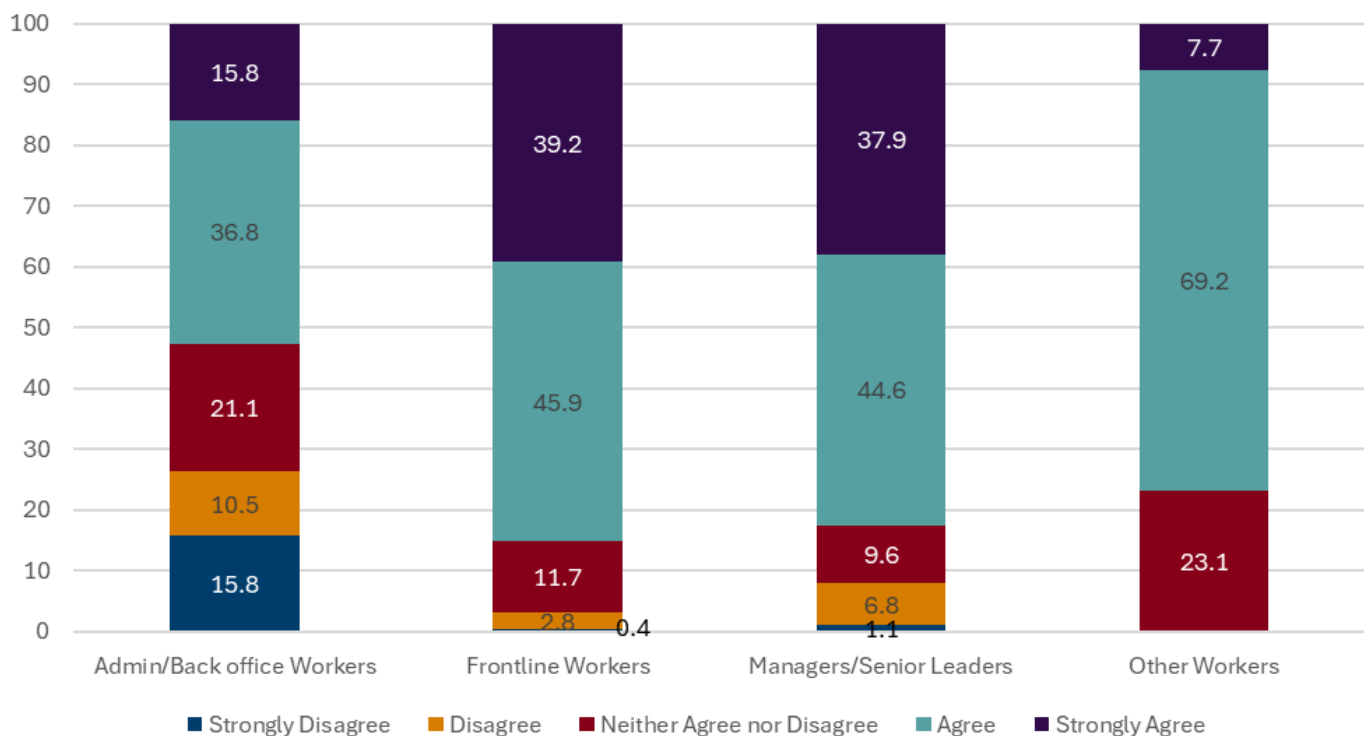
A notably larger percentage of managers/senior leaders working in Housing associations provided more positive responses to statements of being appropriately recognised and rewarded for their level of performance within their organisation (76.7%) and compared to the sector (60.0%), than frontline workers in Housing associations (58.7% and 40.2% respectively).

**Figure.5 Percentage agreement of all role types in Local Authorities (housing and homelessness) to the statement 'Working within the homelessness and housing support sector has positively impacted my sense of wellbeing...'**



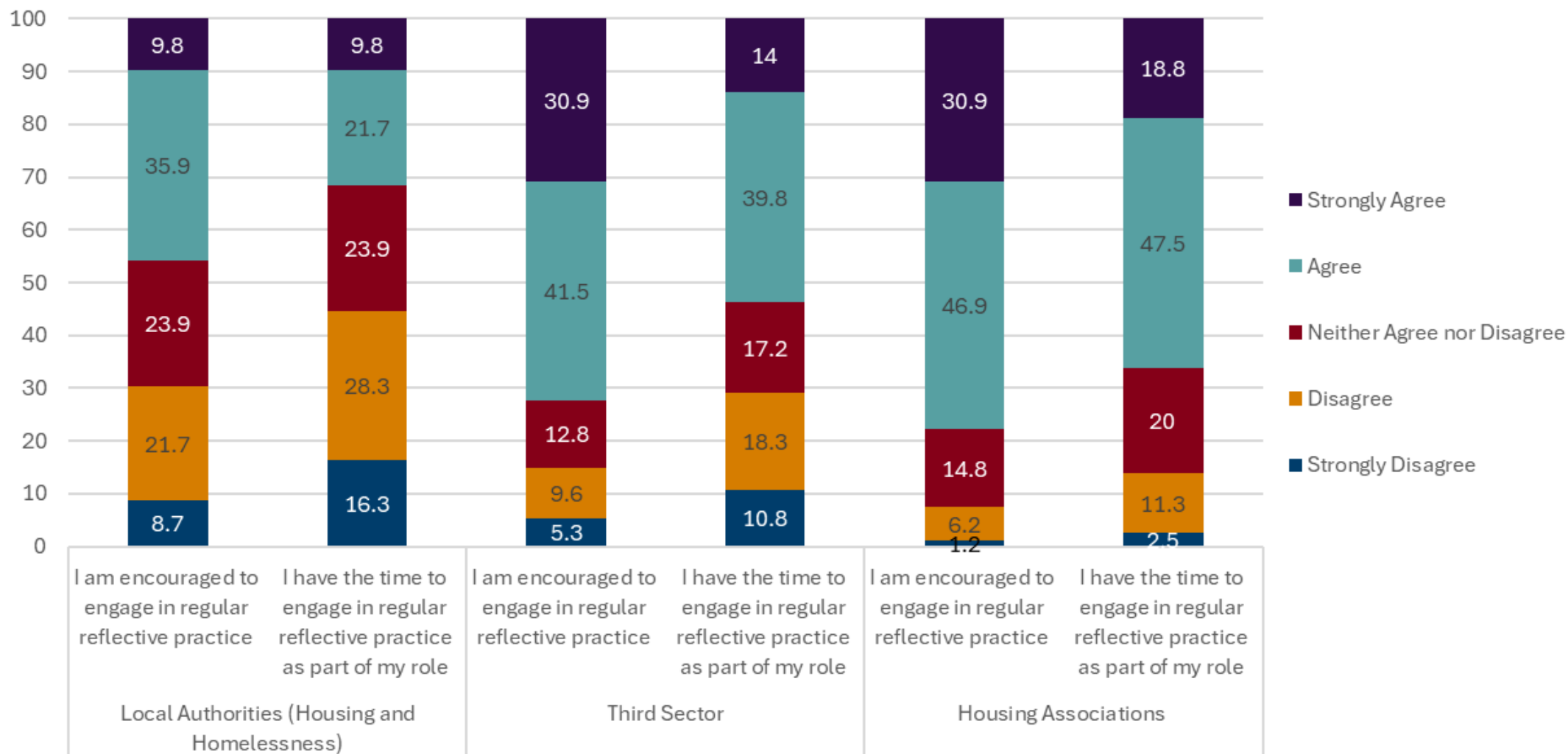
Admin/back-office workers most frequently responded in more positive terms (either 'Agree' or 'Strongly Agree') to the three statements concerning the impact of their role on their well-being (66.7%, 60.0% and 66.7%) compared to all other role types in Local Authorities (housing and homelessness).

**Figure.6 Percentage agreement by role to the statement 'Vicarious trauma can occur as a result of my job'**



Frontline workers, managers/senior leaders and 'Other' workers were most likely to 'Agree' or 'Strongly Agree' that vicarious trauma can occur as a result of their job (85.2%, 82.5% and 76.9% respectively) compared to those in admin/back-office roles (52.6%).

**Figure.7 Percentage agreement for frontline workers, by organisation type, to statements regarding reflective practice.**



Frontline workers in Local Authorities were more likely to provide a neutral or negative response to statements around being encouraged to engage in regular reflective practice (54.3%), as well as having the time to do so (68.5%), than frontline workers who worked in other organisations

## 4.2. Outcome 2: Person-centred trauma-informed support

**Table 9. Percentage agreement with statements on Person-centred trauma-informed support (PCTIS)**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
I understand the principles of PCTIS (n=462)	3.2	12.8	24.7	34.2	25.1
I use a PCTIS approach in my work (n=463)	2.2	11.7	20.1	41.9	24.2
Managers in my organisation champion PCTIS (n=463)	3.2	10.8	19.9	41.9	24.2
I can access training around PCTIS (n=464)	3.4	13.8	21.3	36.6	24.8
I am encouraged to undertake training related to PCTIS (n=464)	2.2	7.3	11.0	48.1	31.5
I am able to confidently apply the principles of PCTIS (n=463)	1.5	7.8	18.4	42.8	29.6

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



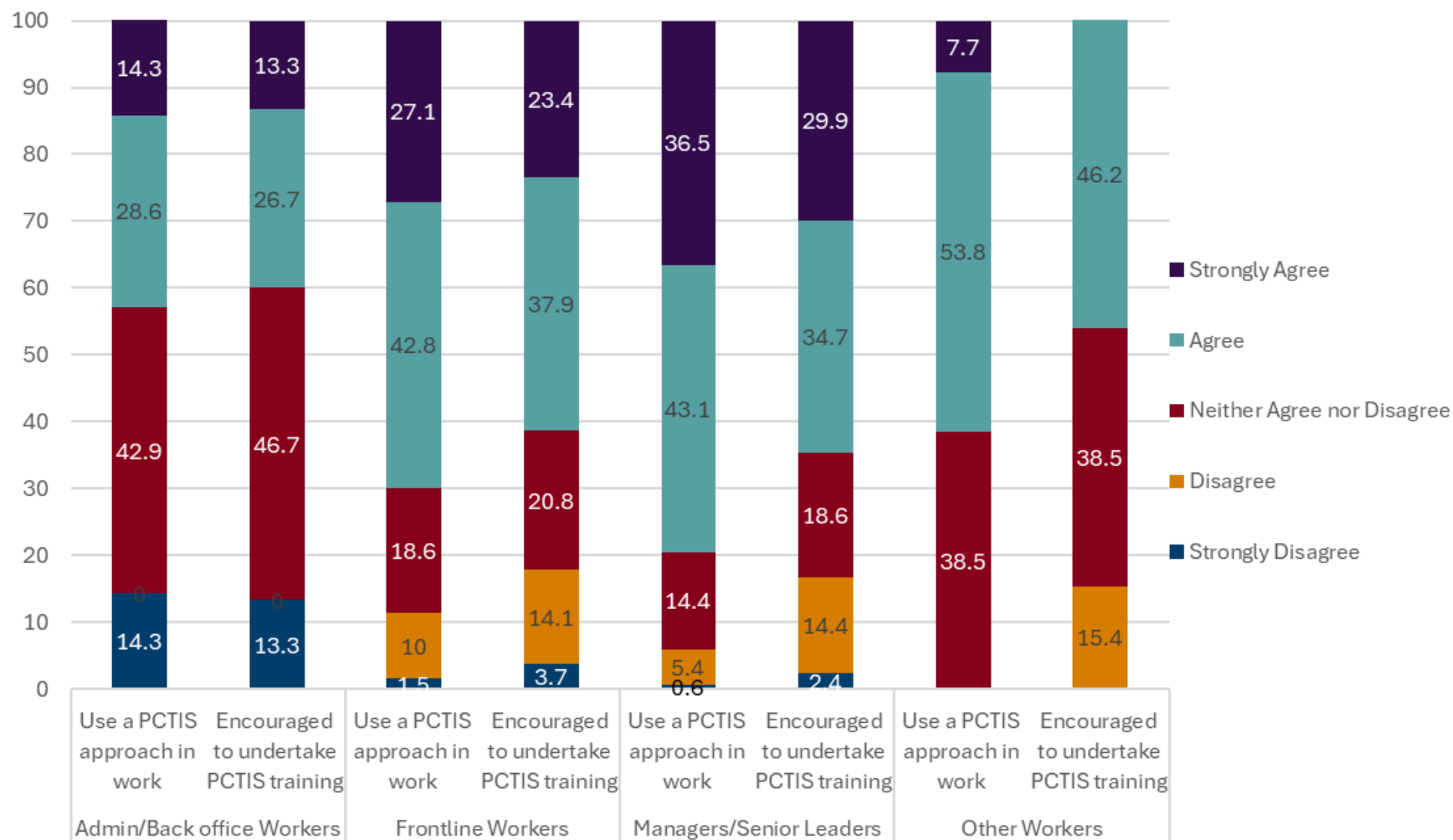
re-traumatisation. All statements concerning Person-centred trauma-informed support were most frequently responded to with 'Agree' by respondents. A greater proportion of respondents reported feeling confident in their ability to apply the principles of Person-Centred Trauma-Informed Support (72.4%) than those who stated they fully understood those principles (59.3%)

**Table 10. Percentage agreement with statements on reflective practice**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
I am encouraged to engage in regular reflective practice (n=461)	9.3	18.7	22.1	36.7	13.2
I have the time to engage in regular reflective practice as part of my role (n=464)	4.5	13.1	18.8	38.8	24.8

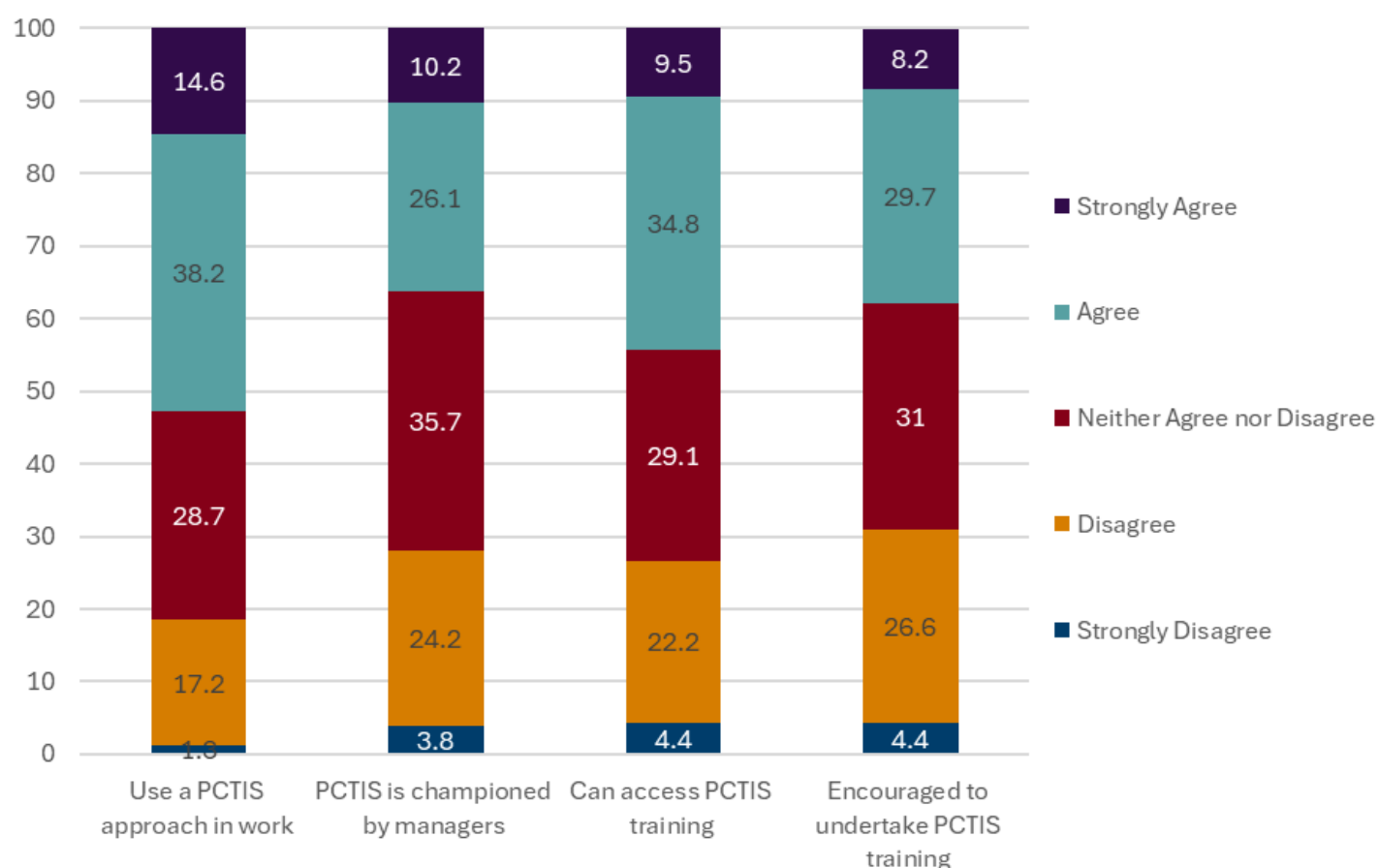
The highest proportion of respondents 'Agreed' that they are encouraged to engage in regular reflective practice and that they have sufficient time to do so within their role.

**Figure.8 Percentage agreement by Role to statements regarding person-centred trauma informed support (PCTIS)**



Respondents who identified as having admin/back-office roles responded in noticeably less confident terms ('Neither agree nor disagree') when it came to the use of PCTIS in work (42.9%) and if they were encouraged to undertake training (46.7%) compared to all other roles.

**Figure.9 Percentage agreement of Local Authorities (housing and homelessness) to statements regarding Person-centred trauma informed support (PCTIS)**



Those working in Local Authorities (housing and homelessness) provided more neutral or negative responses to statements regarding their use of PCTIS in work, (47.1%), being championed by managers (63.7%), being able to access training (55.7%) and being encouraged to undertake training (62.0%) compared to respondents from other organisations (17.6%, 28.9%, 22.6%, and 26.5% respectively)

### 4.3. Outcome 3: Recruitment and retention

**Table 11. Percentage agreement with statements on professional development**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
There are sufficient opportunities for me to develop my career (n=457)	3.3	8.5	17.3	47.0	23.9
The process for career development is fair (n=458)	2.4	7.4	19.7	49.8	20.7
I am able to take the right learning and development opportunities when I need to (n=457)	3.3	7.7	14.4	52.3	22.3
I am coached regularly to support my learning (n=457)	5.9	14.4	21.7	38.3	19.7
Learning and development activities I have completed in the last year have improved my performance (n=459)	4.6	11.1	27.2	37.9	19.2
Learning and development activities I have completed while working for my organisation help me to develop my career (n=459)	5.9	14.8	19.0	39.7	20.7

All statements around professional development were most commonly answered with the option 'Agree' by participants.

**Table 12. Percentage agreement with statements on working conditions**

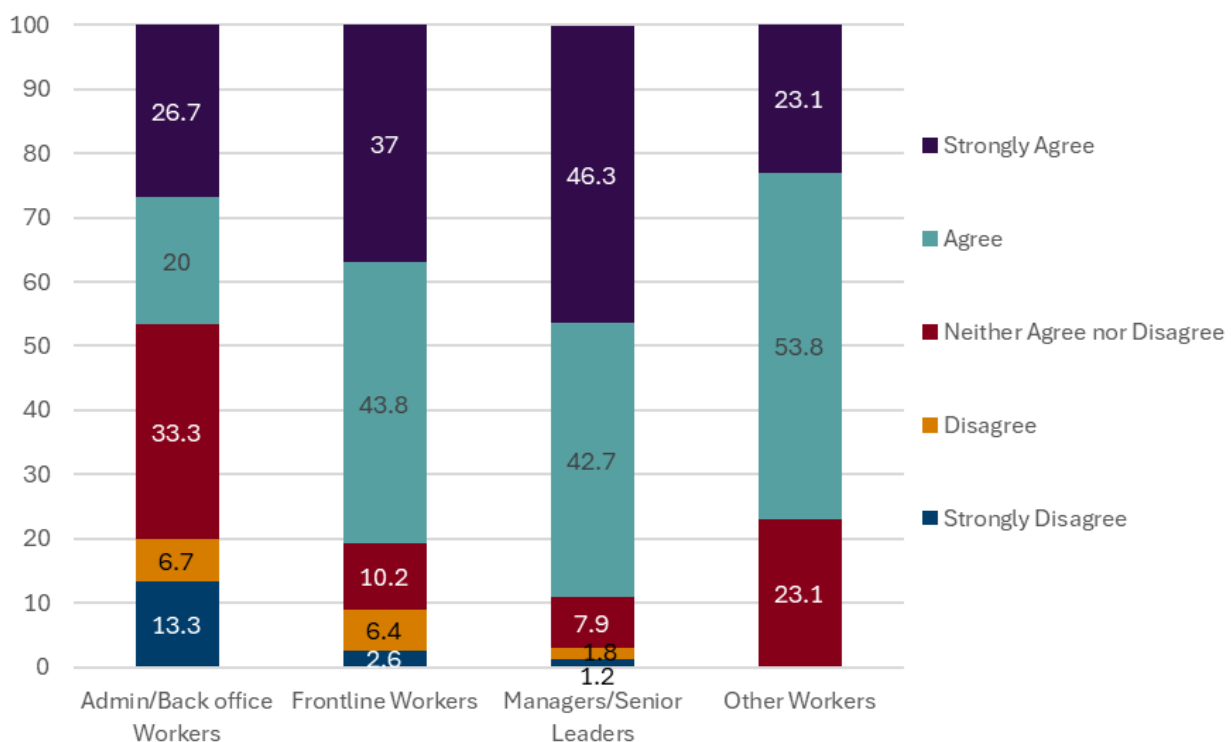
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
I am proud to tell others I work in the homelessness and housing support sector (n=458)	3.1	4.6	12.7	41.9	37.8
My organisation respects the individual differences of workers (n=460)	1.7	5.0	13.9	38.0	41.3
I am treated fairly at work (n=457)	2.4	4.6	10.5	42.9	39.6

In response to questions about working conditions, the majority of participants 'Agreed' that they feel proud to share what their job is with others and that they are treated fairly in the workplace. Additionally, the statement regarding whether their organisation respects individual differences among workers received the highest level of agreement, with 'Strongly Agree' being the most common response.

**Figure.10 Percentage agreement to the statement 'My organisation respects the individual differences of workers'**



**Figure.11 Percentage responses to the statement 'I am treated fairly at work' by role**



A notably larger percentage of admin/back-office workers provided more neutral or negative responses to statements around their organisation respecting individual differences (46.7%), as well as if they were treated fairly at work (53.3%) compared to all other role types (19.4% and 16.3%).

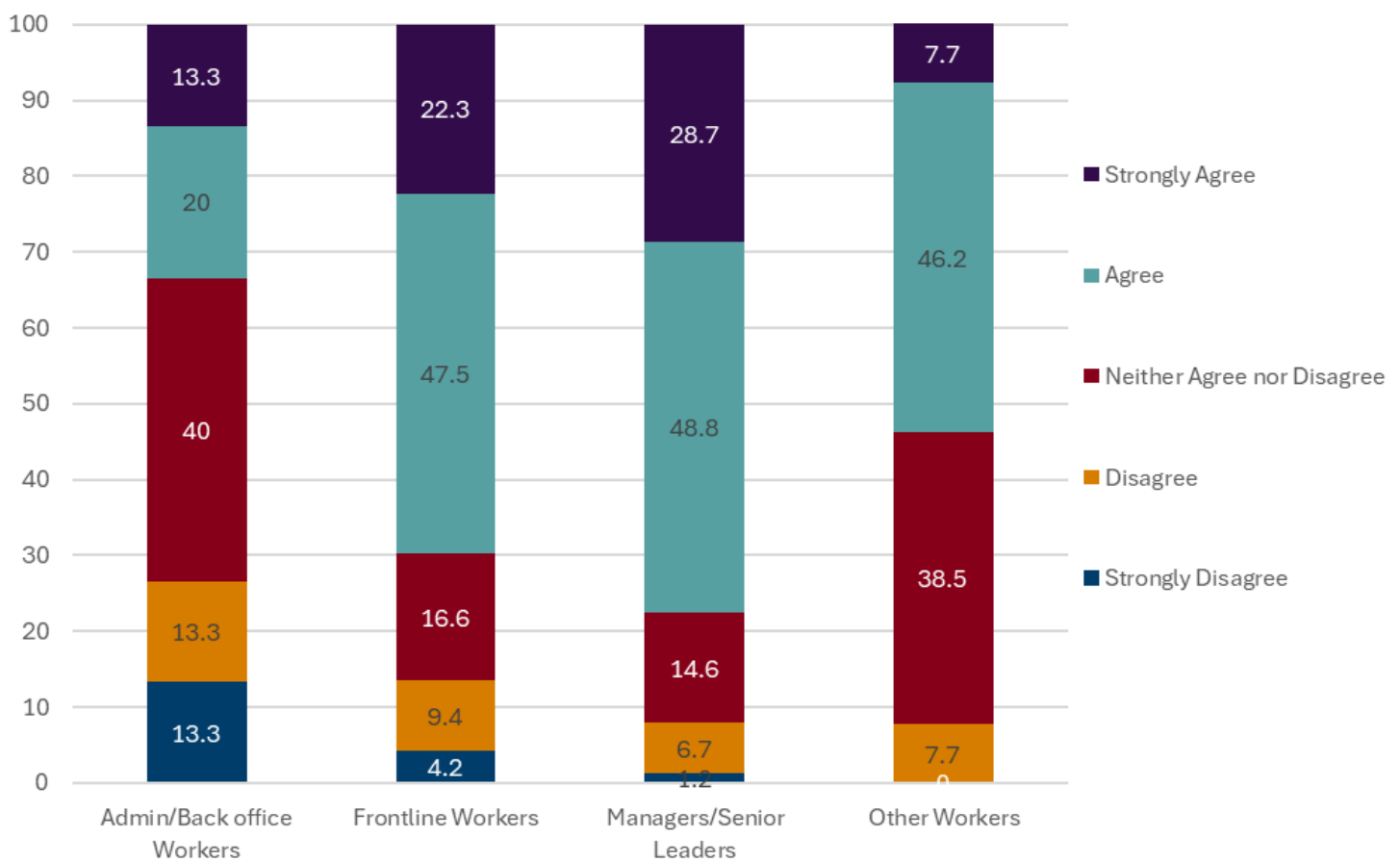
**Figure.12 Managers/Senior Leaders percentage agreement to the statement 'I am proud to tell others I work in the homelessness and housing support sector' by organisation**



Manager/senior leaders in Local Authorities were more likely to provide more neutral or negative responses to the statement concerning their pride in working in the sector (46.0%) compared to manager/senior leaders in all other organisations (6.9%).

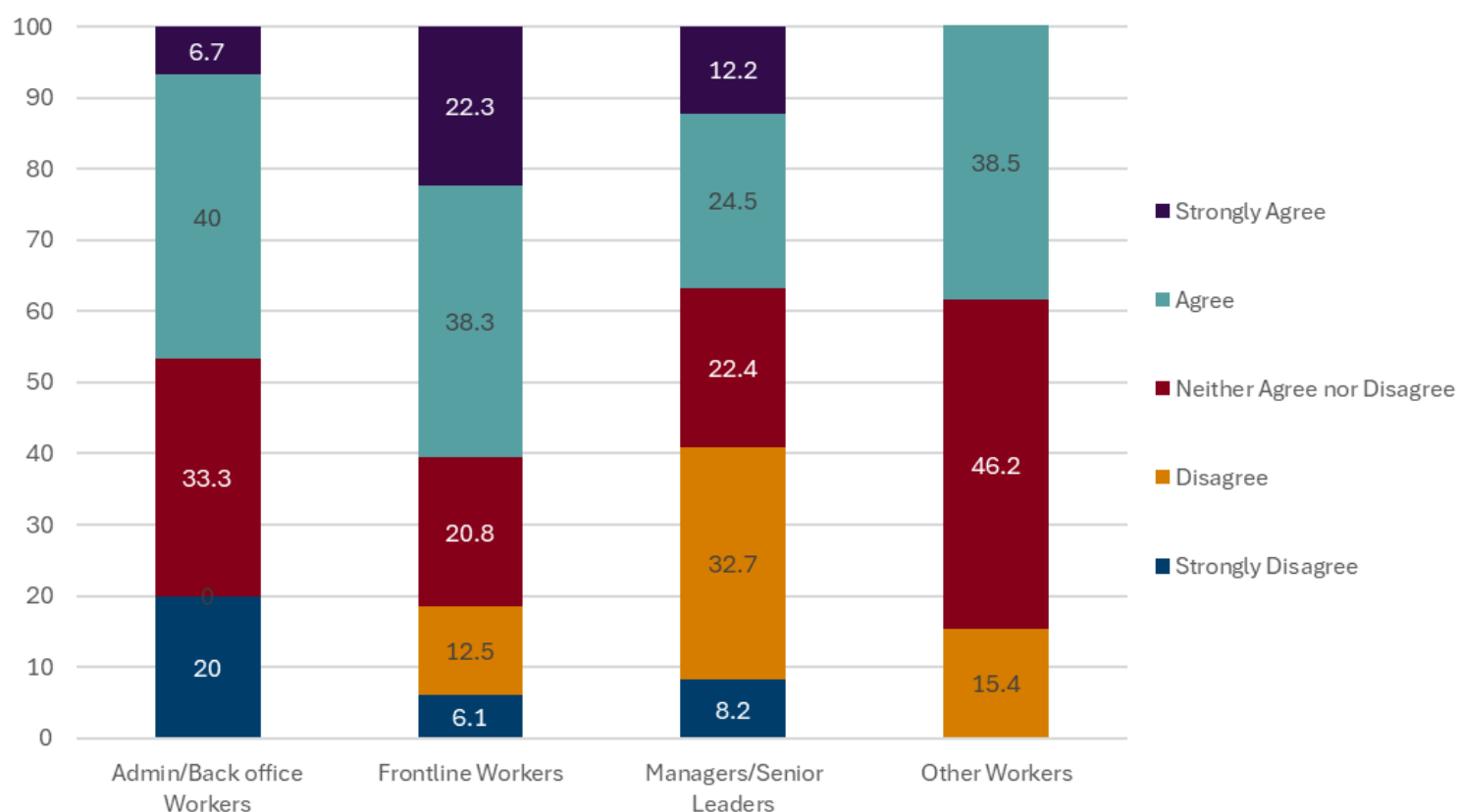


**Figure.13 Percentage agreement to the statement 'Learning and development activities I have completed while working for my organisation help me to develop my career' by role**



Respondents who classed themselves as admin/back-office workers responded negatively (either 'Disagree' or 'Strongly Disagree') more frequently to the statement that learning and development activities that have been completed while working for their organisation help them to develop their career (26.7%) than respondents in any other roles (11.3%).

**Figure.14 Percentage agreement to the statement 'I am coached regularly to support my learning' by role**



A notably larger percentage of manager/senior leaders in Local Authorities provided more neutral or negative responses y to the statement regarding being coached to support their learning (63.3%) compared to manager/senior leaders in all other organisations (35.3%).

## **5. Qualitative findings**

### **5.1. Outcome 1: Value, support, and recognition**

#### **5.1.1. Funding and pay**

A strong and recurring theme among responses was the lack of adequate financial recognition for staff across the sector. Many participants felt that current pay levels fail to reflect the essential nature of their roles, the intensity and complexity of the work, and the considerable responsibilities they carry. This concern was particularly noticeable among frontline and support workers, who often noted that they face emotionally distressing situations, long or unsociable hours, and, in some cases, abuse from service users. Commonly, respondents from the third sector highlighted that their pay compares unfavourably to colleagues in Local Authorities who perform similar roles. They also commented that pay is lower compared to other sectors, such as social work or private industry. Some noted that while there have been pay increases for frontline caseworkers, there's still little financial incentive to move into management roles because the difference in pay is so small. Overall, low pay was consistently linked to limited funding, and seen as a major barrier to attracting and retaining staff.

#### **5.1.2. Retention of workforce**

Staff retention and recruitment difficulties were widely reported by respondents. Many attributed these challenges to low wages, which were seen as disproportionate to the high levels of responsibility involved in the roles. As a result, respondents commented that many of their colleagues are drawn to better-paying roles in other organisations, particularly given the pressures of the ongoing cost of living crisis. A number of respondents also highlighted how limited funding and resources make it hard to recruit, retain, and properly train staff. The demanding and emotionally challenging nature of the work, combined with limited opportunities for career progression, was also cited as a reason for staff leaving the sector. Poor retention was reported to contribute to understaffing, leading to service gaps, increased caseloads, and a more stressful working environment. Several respondents also raised concerns about a growing skills shortage, with fewer staff holding the housing knowledge needed to deliver effective support. Job insecurity, which was often linked to short-term, unstable funding and fixed-term contracts was another factor making roles in the sector less attractive.

#### **5.1.3. Workforce experience**

Many respondents described their roles as highly demanding and emotionally challenging, with consistently high workloads contributing to stress and poor staff wellbeing. These pressures were often intensified by external factors such as the ongoing cost of living crisis, a shortage of social housing, and the increasing

complexity of cases. Staff frequently reported feeling depleted, with some experiencing burnout and compassion fatigue. The emotional toll of supporting people in crisis, often without the necessary resources or training, was a recurring theme, and several respondents spoke of the vicarious trauma they experienced. Despite these challenges, a number of participants also shared positive experiences, highlighting supportive teams, healthy work-life balance, and strong organisational cultures that helped them manage the demands of the role. However, the overall picture pointed to a workforce under strain, with many feeling that the level of support and recognition they received did not match the intensity of their work.

#### **5.1.4. Working environment**

Respondents shared a range of experiences regarding their working environment. Around half described their organisation as supportive, with many able to name specific resources, professionals, and colleagues they could rely on. Several highlighted the value of having a strong team and a positive workplace culture. However, others reported feeling unsupported and unrecognised in their roles. Many comments pointed to a lack of wellbeing support, particularly around managing trauma and stress, with some noting that compared to sectors like social work, they felt they received less psychological support and felt less valued. Suggestions for improvement included better communication and coordination between services, as well as more targeted training to meet the growing complexity of cases. The increasing demand for services, combined with limited staffing and resources, was said to contribute to a stressful and intense working environment. Staff often worked beyond their capacity, leading to burnout, low morale, and in some cases, feelings of isolation. A few respondents also reported experiencing threatening or abusive behaviour from service users, which they found deeply distressing.

#### **5.1.5. Workforce value**

Several participants reflected on how their roles are perceived both within and outside their organisations. Those working in third sector organisations often felt undervalued and misunderstood by statutory services, despite carrying out similar responsibilities. Conversely, some Local Authority staff felt they received less support and recognition compared to colleagues in housing associations. A common theme was the lack of professional recognition for housing and homelessness roles, particularly when compared to sectors such as healthcare. Many felt that, despite being highly skilled and easing pressure on other services, their work was not respected or acknowledged to the same degree. This lack of recognition was frequently linked to insufficient pay, limited training opportunities, and a general absence of support. While a minority of respondents did feel valued in their roles, a few respondents expressed frustration at what they saw as a lack of understanding and support from Welsh Government.

### **5.1.6. Management**

Most respondents spoke positively about management practices within their organisations. Many described clear structures and regular access to support from their managers, which contributed to a more stable and encouraging working environment. However, not all experiences were positive. A number of participants reported feeling unsupported by their management or senior leadership, which in some cases led to a lack of trust. Two respondents described their workplace culture as 'toxic', indicating challenges in how staff are supported and valued.

## **5.2. Outcome 2: Person-centred trauma-informed support**

### **5.2.1. Person Centred Trauma Informed Support (PCTIS) Usage**

Responses were mixed regarding the use of PCTIS across organisations. Around half of respondents reported that PCTIS was actively used and valued within their workplace, describing it as a fundamental part of their organisation's approach. However, the other half indicated that they were either unaware of the approach or felt it was not supported or implemented in practice. Barriers to its use were commonly linked to budget cuts, limited staffing, high service demand, and a lack of training. Some respondents noted that while PCTIS principles were applied to client support, they felt they were not extended to staff themselves. Others mentioned that alternative frameworks, such as Psychologically Informed Environments (PIE), were more commonly used in their workplace.

### **5.2.2. PCTIS skills**

A small number of respondents reported receiving appropriate and even mandatory training on PCTIS, which helped embed the approach in their day-to-day work. However, the majority highlighted a lack of formal training or opportunities to develop and apply these skills. Some staff felt their understanding of trauma-informed practice came from previous experience or backgrounds in mental health, rather than from organisational support. This inconsistency in training and skill development was seen as a key challenge to successfully rolling out PCTIS across the workforce.

### **5.2.3. Organisational culture**

The extent to which PCTIS was embedded in organisational culture varied considerably. While some respondents felt their organisation promoted and supported trauma-informed ways of working, others described a lack of recognition or even dismissal of the approach by certain sectors. Several participants noted that the pressures of high service demand, limited resources, and staff shortages made it difficult to prioritise trauma-informed practices. For managers, balancing the principles of PCTIS with safeguarding responsibilities and the need to support both residents and staff was seen as particularly challenging. These tensions show that

while many people see the value in PCTIS, putting it into practice consistently is often held back by structural issues and limited resources.

## **5.3. Outcome 3: Recruitment and retention**

### **5.3.1. Funding and pay**

A substantial number of responses highlighted the impact of low pay and limited funding on recruitment and retention within the sector. Most participants noted that the combination of low wages and the demanding nature of the work makes it difficult to attract and retain staff. Poor pay was frequently linked to broader funding constraints, with several respondents stating that their organisations lacked the financial resources to offer competitive salaries or invest in staff development. Some respondents pointed out that short-term or uncertain funding arrangements often leads to temporary contracts, which further discourage potential applicants and contribute to job insecurity. While a small number of responses described positive experiences with recruitment and retention, the majority reflected ongoing challenges. A few suggestions for improvement included offering increased leave entitlements and more stable funding to support long-term workforce planning.

### **5.3.2. Workforce experience**

The lived experience of working in the sector was frequently described as a barrier to both recruitment and retention. Participants spoke of high workloads, limited staffing, and the emotional demands of the role, all of which contribute to a stressful working environment. These issues were often made worse by the pressure to deliver services with insufficient resources, leading to burnout and low morale. Many respondents also raised concerns about the lack of accessible training and career development opportunities, which they felt limited their ability to progress within the sector. A key issue was the shortage of relevant, recognised qualifications specific to housing support. Several reported having to find their own training, while others said that limited time, staffing cover, and funding made it difficult to access opportunities, leaving some staff feeling undervalued. However, some respondents said they had sufficient opportunities to access training if needed and an overall supportive culture in their organisation.

## 6. Conclusion

In summary, responses to the closed questions indicated a generally positive view of working within the homelessness and housing support sector, particularly around feeling valued, supported, and fairly treated. While views on recognition and reward were more neutral, most participants felt confident in applying trauma-informed principles and supported in managing vicarious trauma.

When comparing quantitative differences between groups, admin/back-office staff and frontline workers in Housing associations and Local Authorities reported more neutral or negative experiences, especially around fairness, reward and reflective practice. In contrast, managers and senior leaders were generally more positive, though those in Local Authorities felt less pride to work in the sector and experienced less support for development activities.

Responses to the open-ended survey questions revealed several issues that were not evident in the answers to the closed questions. Participants spoke of experiencing high stress, low pay, and limited recognition. Many felt undervalued and unsupported, particularly in the third sector, which contributed to poor retention and burnout. Some described positive team dynamics and management support, yet cited that the sector continued to face challenges around funding, career progression and staff wellbeing.

## 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 of 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)	Local Authority (homelessness)	Housing association
What type of organisation do you work for?				

## Role

	Frontline worker (with caseload)	Manager/ senior leader	Admin/back-office worker	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?

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## 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?