

# Case Study

**Bolton Clarke | Residential facilities & home care**  
August 2023



Results from Bolton Clarke's first 18 months using Care Friends for their employee referral program. This includes 5,500 Bolton Clarke staff, but excludes their recent acquisitions.

## Background

The Bolton Clarke Group is Australia's largest independent, Not-for-Profit aged care provider. The sector-wide frontline workforce challenges, resulting in a drop in quantity and quality of candidates, combined with reduced employee retention outcomes, was creating significant problems across the business.

An employee referral program was in place but not seen as a contributing part of their sourcing strategy because it only delivered a trickle of candidates.

Care Friends was introduced in order to realise the full potential of employee referral. Bolton Clarke launched progressively, from Dec 2021 at 5 regional facilities experiencing critical vacancy levels. At-Home-Services launched in Feb 2022 and the remaining RAC facilities in April 2022.

## At 3 months

"In three months after launch, we received over 350 candidate expressions of interest, conducted over 80 interviews and hired more than 50 team members across 17 different locations and regions. We couldn't be more pleased with the results"

Lee Robinson. Head of Employee Experience & Talent (May 2022)



*"We couldn't be more pleased with the results"*

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## CEO comments at 6 months

“Employee referral had been an ad-hoc part of our sourcing strategies but with Care Friends, referral is turning into a consistent source for new staff. We are now building an effective referral culture across our business and the results we are achieving are impressive. The number of good candidates and subsequent appointments delivered by our employees has pleasantly surprised us. Staff turnover for our referral-sourced staff is currently sitting below 5%.”

Steve Muggleton. Group CEO (Aug 22)

## Results at 12 months

- ✓ 31% of starters at their Residential facilities came via employee referral.
- ✓ Reduced their annual Job Board contract by one usage tier, which more than covered the cost of their Care Friends licence.
- ✓ Averaged over 80 referral candidates per month of which 1 in 5 is hired.
- ✓ Over 40% of referrals were new to the care sector!

## CEO comments at 18 months

“We’re enjoying record low turnover rates at the moment. The retention rates were improving well before the Work Value pay rises came through. There’s no doubt Care Friends has been a significant contributor to that success.”

Steve Muggleton. Group CEO (Aug 23)

**21%**  
of ALL new hires  
come via  
referral

**94%**  
retention rate of  
referred  
hires

## Tenure Spotlight

In the year to July 23, referral starters delivered 36% lower turnover and (to date) 28% longer tenure than any other source.