



Adult Social Care Workforce Strategy 2025-30
Adult Social Care Scrutiny

Date of meeting: 30 April 2025

Lead directors: Laurence Jones

Useful information

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- Report version number: 1.0

1. Purpose of report

1.1 This report summarises the current position for the workforce that supports Adult Social Care in Leicester. In recognition of the importance of a skilled and sufficient workforce to support the current and growing needs of our local population a commitment to have a local strategy in place has previously been agreed.

1.2 Consultation on a draft strategy took place in May 2024. The results of the consultation have been considered and are reflected where appropriate in the final strategy.

1.3 In July 2024, further to local planning, a workforce strategy for Adult Social Care in England was launched.

1.4 This report sets out how the draft strategy is to be updated to reflect valuable insights gathered through consultation and to align with the ambitions of the National Strategy.

1.5 Whilst the strategy is being finalised for formal implementation, it should be noted that work is in place to support availability and retention of a skilled and competent workforce. Actions in place to address this are outlined in this report.

2. Summary

2.1 Social care is not only a vital form of support for people and their carers, but also a significant contributor to the economy, contributing annually an estimated £60 billion to the National economy.

2.2 In 2023/24 the adult social care sector in England had an estimated 18,500 organisations with 40,000 care-providing locations and a workforce of around 1.84 million posts. However, with a growing population and increasing need for social care support, projections show that if the number of adult social care posts grows proportionally to the projected number of people aged 65 and over in the population between 2023 and 2040, an increase of 29% (540,000 extra new posts) would be required nationally by 2040. ¹

¹<https://www.skillsforcare.org.uk/Workforce-Strategy/Introduction/>

2.3 With this growth in volume, the challenges that already exist for the sector are only likely to be exacerbated if actions are not agreed and put in place. We already face significant challenges in attracting and retaining staff. In 2023-24, there were 131,000 vacancies on any given day – a vacancy rate of 8.3%; for Leicester the rates are slightly lower with a vacancy rate of 7.1%. Turnover rates in Leicester are also better than regional and national averages, with England and regional turnover of 24.8 % and 25.5% respectively, compared to 16.9% locally.

2.4 Whilst we may perform slightly better in attracting and retaining staff in Leicester, our vacancy and turnover rates are still not where we need them to be. In addition, we face several other challenges including those associated with the make-up of the workforce. In 23-2024 the majority (77%) of the workforce in Leicester were female, and the average age was 41.3 years old. Workers aged under 25 made up just 10% of the workforce and workers aged 55 and above represented 19%. Given this age profile approximately 2,500 posts will be reaching retirement age in the next 10 years. The total number of posts in Leicester was around 15,450 in 2023/24.

2.5 These challenges need to be addressed to make sure that there are enough people working in social care with the right training, skills, and qualifications to meet the changing and increasing needs of our population - and that those people are valued in their roles. Making social care more attractive as a place to work in an increasingly competitive global labour market is going to be even more important in the future. In summary the growing need for adult social care, and the current challenges in attracting and retaining a suitably qualified workforce, underpin the commitment for us to launch and mobilise a strategy for the Adult Social Workforce.

3. Recommendations

Scrutiny is asked to note and/or approve the following:

3.1 Endorse the strategy in its final form and approve the work to develop and implement two delivery plans one for the internal workforce and a second for the external workforce. ([Final Strategy at Appendix E](#))

3.2 Note the continued work both regionally and nationally through our work with East Midlands Association of Directors of Social Services and our local area's Workforce Oversight Group to deliver on the three priority areas: recruitment and retention of staff, training, and transformation of workforce through digital technology.

4. Report

4.1 Background and Context for Leicester

4.11 In 2023/24 the adult social care sector in England had an estimated 18,500 organisations with 40,000 care-providing locations and a workforce of around 1.84 million posts. The total number of posts in Leicester was around 15, in 2023/24. This was comprised of 14,500 filled posts and 950 vacant posts across all sectors.

4.12 Since the previous year, the total number of posts has increased by 750 (5%), the number of filled posts has increased by 800 (6%) and the number of vacancies has decreased by 50 (4%). The estimated 14,500 filled posts were split between local authorities (5%), independent sector providers (82%), posts working for direct payment recipients (7%) and other sectors (5%).²

4.13 In Leicester we currently employ 5% of the total adult social care workforce in the city. Typically, our workforce is 77% female, with an average age of 41 years old. Whilst 87% of the workforce are on a permanent contract, 34% of the total workforce are working to a zero-hour contract. The turnover rate of staff is currently 16.9 %, and there are approximately 1000 vacancies across all social care job roles.³

4.14 We believe that everyone working in adult social care should be able to take part in learning and development so that they can carry out their roles effectively. Learning and development helps everyone to develop the right skills and knowledge to enable them to provide high-quality care and support. Skills for Care estimates show that 37% of the direct care providing workforce in Leicester hold a *relevant* adult social care qualification (43% in East Midlands and 47% in England). Raw data from the ASC-WDS showed, of those workers without a relevant adult social care qualification recorded, 37% had five or more years of experience in the adult social care sector, 78% had engaged with the Care Certificate and 75% had completed training.

4.2 Existing Initiatives

4.2.1 Given the importance of an available, skilled and competent workforce we have been working for some years to support our local market of social care providers in their workforce ambitions. In addition, key actions and priorities support a stream of work to support our internal workforce. The work that is in train supports the priorities being proposed for the Workforce Strategy.

Workforce Sufficiency – attracting and retaining the working force.

4.2.2 Induction is recognised as a key enabler in supporting staff retention. Internally, the induction programme is prioritised, and through Inspired to Care our provider market has the support of a dedicated 10-week induction framework.

4.2.3 **Ethical International Recruitment** -supported by a grant from East

² A Summary of the adult social care sector and workforce in Leicester 2023/24- Skills for Care

³ Extract from Skills for Care Workforce Intelligence Data Set for 2023-2024

Midlands Association of Directors of Social Services we are working closely with East Midlands Care Alliance to deliver a programme of support for both social care providers and international workers, this programme includes working with a team of dedicated pastoral workers to support both displaced workers, prospective social care workers and social care providers to ensure safety and support are paramount for our international workforce. The service is free to the workforce and includes support for providers to apply for visas as well as provide funding, advice and guidance and visa and sponsorship documentation support.

4.2.4 Inspired To Care – commissioned by City and County Adult Social Care Departments Inspired to Care work innovatively to build a sustainable workforce by supporting providers with their recruitment and retention challenges. Inspired to Care also host an annual award ceremony for carers.

4.2.5 Employment Hub- There is a dedicated officer in the Council's Employment Hub dedicated to work with the social care sector around recruitment, particularly working with colleges and other routes to attracting young people into this sector.

Training the workforce

4.2.6 Leicestershire Social Care Development Group- commissioned jointly by City, County and Rutland to support the workforce development and raise quality for the independent and voluntary sector across the city, county and Rutland.

4.2.7 A Diverse and Inclusive Workforce Leading work with system partners we have several training and development opportunities in place to support the development of a workforce reflective of our diverse population. This includes our active bystander programme; reverse mentoring; unconscious bias training; Oliver McGowan training; developing diverse leaders; and diverse by design – supported by the Departmental Inclusive Decision-making forum.

4.2.8 Internally a raft of mandatory training is in place to support our workforce from cyber security, deaf awareness, to safeguarding adults and think carers. In addition, we offer a social work apprenticeship programme, a social work progression framework and other professional development opportunities.

5. Summary of the consultation and alignment with the National Strategy

5.1 To give this much needed agenda the priority and focus that is needed we set out our ambition for a workforce strategy in a draft document that was consulted on in 2024 ([Draft Strategy – Appendix A](#)). The draft strategy was developed in partnership with people who draw on support, providers of social care, and the social care workforce - paid and unpaid.

5.2 The consultation set out our strategic objectives and sought views from stakeholders on their relevance and importance, or whether any other

considerations should be included in the final strategy. The three strategic priorities we consulted on were **Valued, Sufficient, Competent and Confident**.

5.3 In [Appendix B](#) is a breakdown of the roles of the respondents to the consultation. Most respondents were either employees or providers in social care, which gives us assurance that the results of the consultation are consistent with the audience we had intended to reach.

5.4 The findings from the consultation were overwhelming in support of the proposed priority areas ([See appendix C](#)). In addition, several suggestions were made which will be incorporated into the final strategy and its delivery plan([see Appendix D](#)). Following the alignment work that has since been completed, these priorities have now been translated into **Attract and Retain, Train and Transform** to mirror the National Strategy.

5.5 Whilst as a Local Authority we do not have the control or ability to influence all aspects that define workforce, the strategy will set out how we will work with partners both locally, regionally and nationally to bring about improvements.

5.6 The National Adult Social Care Workforce Strategy has been adopted regionally with work being undertaken by Leicester City Commissioners as part of the East Midlands Association of Directors for Adult Social Services Workforce Network to align the national and local objectives. This will enable us to enhance regional coordination and collaboration on the strategic priorities, share data and research and benefit from the resources and good practice that is being developed across the region and nationally.

5.7 Alignment work between the national strategy and our regional strategy has highlighted a gap in the strategy to address the specific work required to support ethical international recruitment. This workstream has been included in the final strategy to ensure alignment regionally and nationally – recognising that this work is already underway in the city as described in 4.5.1 of the report.

6 Partnership Opportunities

The adult social care workforce is a significant part of our local population and a key contributor to the health and care system. There are a number of strategic partnership arrangements that will support the ambitions of a workforce strategy.

6.1 Leicester, Leicestershire and Rutland Draft People Strategy. Strategically we work in partnership health and our neighbouring Local Authorities. We are active members of the ICB People and Culture Board, with a shared ambition to support a One Workforce for health and care. This Board is driving the development of a People Strategy, which will have the strategic objectives of attraction, retention, innovation and transformation across the LLR footprint and will enable a joined-up approach to workforce development and improvement.



6.2 Social Care Academy. A partnership with our local universities and further education facilities will support us to ensuring the Council and wider care community

across the Leicester City has the skilled and empathic workforce required for the future. It is a single brand, with a “look and feel” that will be familiar and trusted by those who are, or would desire to be, a part of the social care workforce in the city.

7. Timeline and Next Steps

Given the critical importance of a sufficient, competent and valued workforce and building on the raft of existing work outlined in this report, we will move quickly to formalise and launch our strategy and deliver its ambitions. Supporting the ongoing development of the strategy and delivery plan we will work with Partners in Care and Health in their capacity as expert reviewers, with consideration of the framework they offer to underpin this work.

April 2025	April	April - May	November	April 2026
Seek approval from LMB for the approach set out in the report.	Take report to Scrutiny Commission	Publish Strategy, consultation results and Delivery plan	6-month review against targets update to Lead Member	12 months review against targets and further objectives set for 2026-2027


 Delivery plan actions and workstreams to continue throughout timeline.
 

8. Financial, legal and other implications

8.1 Financial implications

This report does not directly commit any additional costs for the Council. Recruitment to posts is done following financial checks that budget is in place. It also needs to be considered if vacant posts are recruited to as there may be an opportunity to reduce costs for the Council in light of the challenging overall financial position.

Mohammed Irfan, Head of Finance
11 April 2025

8.2 Legal implications

No direct legal implications from a social care perspective.

14th April 2025

Susan Holmes, Head of Law, Social Care & Safeguarding

8.3 Climate Change and Carbon Reduction implications

There are no significant climate emergency implications associated with this report.

Duncan Bell, Change Manager (Climate Emergency). Ext. 37 2249

9th April 2025

8.4 Equalities Implications

Under the Equality Act 2010, public authorities have a Public Sector Equality Duty (PSED) which means that, in carrying out their functions, they have a statutory duty to pay due regard to the need to eliminate unlawful discrimination, harassment and victimisation and any other conduct prohibited by the Act, to advance equality of opportunity between people who share a protected characteristic and those who don't and to foster good relations between people who share a protected characteristic and those who don't.

Protected Characteristics under the Equality Act 2010 are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

This report summarises the current position for the workforce that supports Adult Social Care in Leicester and seeks endorsement of the new strategy and related action plans.

Social care is important for people and for communities. Demographic changes mean that it is likely that the adult social care workforce will need to grow. The future of social care and the people that draw on it depends on a strong and valued workforce. The Strategy builds on current legislation and previous policy to set out a vision for the social care workforce for the future, making evidence-based recommendations and commitments to attract, retain, train and transform the workforce. The strength of social care is in celebrating, valuing and recognising what makes people unique and supporting them to overcome challenges. It is important that the adult social care workforce reflects the society we live in, and that people feel included and treated equally. There may be actions arising from the plans which would benefit from further consideration of the equalities implications and possibly a full equality impact assessment in certain circumstances.

Equalities Officer, Surinder Singh, Ext 37 4148

9 Background information and other papers:

10 Summary of appendices:

Appendix A Draft Workforce Strategy

Appendix B Breakdown of respondents to the consultation

Appendix C Summary of findings from the consultation

Appendix D Additional suggestions from people during the Consultation

Appendix E - Final Draft Strategy

Leicester's Adult Social Care Workforce Strategy

**Making Leicester a great place to work and deliver
high quality social care services**

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Summary

Our Vision

Making Leicester a great place to work and deliver high quality social care services.

- The social care workforce feels valued in their role.
- Care work is seen as a worthwhile and rewarding career, in which people can develop and progress, and potential workers understand the personal qualities necessary.
- Young people view the role as an attractive career.
- Terms and Conditions are appropriate to recruit and retain quality staff.
- Care services are operating with not just safe and sustainable staffing levels, but with staff motivated to provide excellent quality and consistency of care for people.
- There is increased staff retention in the sector as people choose to stay and develop their careers in care.
- Providers feel supported by the local authority to recruit and develop a sustainable and highly skilled workforce.

Our Strategic Priorities

1. Valued

- Enhancing the professionalisation of staff.
- Bring in rewards and incentives.
- Set out clear career pathways and upskilling staff.
- Ensuring there is a fair pay offer.
- Develop a communications campaign that shows how we value carers.

2. Sufficient

- Supporting Recruitment and Retention.
- Learning from data from partners such as Skills for Care and using to focus our efforts.
- Moving towards an Integrated workforce strategy.
- Exploring how pathways into Social Care can be enhanced and publicised to all age groups.
- Working in partnership with internal and external colleagues to synergise and add value.
- Engaging with and consulting the workforce and representing them as appropriate.

3. Confident and Competent

- Continuing to offer and support training provision either directly or through partners such as the LSCDG, Inspired to Care and Skills for Care.
- Linking with key work programmes to identify gaps and opportunities.
- Supporting our workforce through practical solutions and information sharing.
- Embracing innovation and the use of technology.

Our Actions

Based on our understanding of the current and future social care workforce in Leicester, and the challenges it faces, we have devised these key actions for the next twelve months.

- Improve the usage of updated data and intelligence as a shared resource to support the social care workforce
- Promote available resources to providers more effectively, and engage with providers who need the most support to use those resources
- Develop improved pathways into work
- Strengthen our partnership approach to learning and development
- Improve the positive recognition of social care as a valued career

- Increase the level of capability to use digital and technology innovations
- Support improved practice across the sector in recruitment and business continuity planning

How did we develop our strategy?

This strategy has been developed in partnership and we will continue to work with all our social care provider partners in the city, people drawing upon support, and with colleagues from across the health and social care sector and beyond, including:

- Those receiving care and their families
- The workforce – paid and unpaid
- The provider community – regulated and non-regulated
- The Council as commissioners of care and support
- Providers of accommodation and support
- The Integrated Care System as a driver of integrated care
- Leicester Employment Hub
- Inspired to Care
- Skills for Care
- The local Care Associations, EMCare and Home Care Alliance
- Leicester, Leicestershire & Rutland Integrated Commissioning Board
- LSCDG (Leicestershire Social Care Development Group)
- Organisations supporting those directly delivering social care

What does our current workforce look like?

This strategy covers a wide range of roles in the external workforce, such as staff in care homes, home care and community-based care, including extra care, supported living and day opportunities for adults aged over 18. Our information comes largely from the Skills for Care data gathered through completion of the Adult Social Care Workforce Data Set, completed by over 48% of Leicester's Adult Social Care providers.

Size and structure of the workforce

In 2022/23 the adult social care sector in England had an estimated 18,000 organisations with 39,000 care-providing locations and a workforce of around 1.79 million posts. The total number of posts in Leicester was around 15,000 in 2022/23. This was comprised of 14,000 filled posts and 1,000 vacancies. Since the previous year, the total number of posts has decreased by 1,200 (- 7%), the number of filled posts has decreased by 400 (-3%) and the number of vacancies has decreased by 750 (-42%).

There were an estimated 14,000 filled posts in adult social care, split between local authorities (6%), independent sector providers (81%), posts working for direct payment recipients (8%) and other sectors (6%). As at March 2023, Leicester had 268 CQC regulated services; of these, 98 were residential and 170 were non-residential services.

If the adult social care workforce grows proportionally to the number of people aged 65 and over in Leicester's population, then the number of posts needs to increase by 23% or an additional 3,220 posts. That would take the total number of posts to 17,220.

Recruitment and Retention

Skills for Care estimates that the staff turnover rate in Leicester was 18.6%, which was lower than the region average of 29.7% and lower than England at 28.3%. Not all turnover results in workers leaving the sector, around half (51%) of starters were recruited from within the adult social care sector, therefore although employers need to recruit to these posts, the sector retains their skills and experience.

It is estimated that the vacancy rate in Leicester was 7.50%, which was below the regional average of 9.9% and England at 9.9%.

Across England, the vacancy rate has decreased compared to last year and the number of filled posts has increased. During this period international recruitment increased substantially which has impacted these trends. Workers in Leicester had on average 8.1 years of experience in the sector and 68% of the workforce had been working in the sector for at least three years.

CQC (the Care Quality Commission) report that Care homes have found it very difficult to attract and retain registered nurses. They report nurses moving to jobs with better pay and conditions in the NHS. However, the ability to recruit overseas staff has alleviated this somewhat but nevertheless, a job in the NHS seems to remain a more attractive proposition for these staff than the adult social care sector.

Employment Information

We estimate Leicester had 12,000 adult social care filled posts in the local authority and independent sectors. These included 950 managerial roles, 300 regulated professionals, 9,500 direct care (including 8,200 care workers), and 1,300 other-non-care providing roles.

The average number of sickness days taken in the last year in Leicester was 5.2, (7 in East Midlands and 5.9 across England). With an estimated directly employed workforce of 11,000, this means employers in Leicester lost approximately 58,000 days to sickness in 2022/23.

Under half (42%) of the workforce in Leicester were on zero-hours contracts. Around half (45%) of the workforce usually worked full-time hours and 55% were part-time.

Workforce Demographics

The majority (79%) of the workforce in Leicester were female, and the average age was 42 years old. Workers aged under 25 made up 11% of the workforce and workers aged 55 and above represented 21%. Given this age profile approximately 2,500 posts will be reaching retirement age in the next 10 years.

Nationality varied by region, across England 81% of the workforce identified as British, while in the East Midlands region this was 82%. An estimated 68% of the workforce in Leicester identified as British, 9% identified as of an EU nationality and 24% a non-EU nationality, therefore there was a higher reliance on non-EU than EU workers.

A further breakdown of Leicester's workforce shows 39% of workers identify as White, 39% as Asian/Asian British, 19% Black/African/ Caribbean/Black British, 2% Mixed/multiple ethnic groups and 1% other.

This compares with the latest general demographic profile of Leicester which is 43% Asian/Asian British, 40.9% White, 7.8% Black/African/ Caribbean/Black British, 4.1% Other, 3.8% Mixed/multiple ethnic groups.

Pay Levels

Many roles in the social care sector have a relatively low level of pay.

In March 2023, the average workplace hourly pay for a care worker in Leicester's independent sector was £10.07 – that's 57 pence more than the National Living Wage at that time. A senior carer's average hourly pay was £10.51. Other support and outreach roles were paid on average £9.76 an hour. In Leicester we ensure that our fee rates support payment of at least the national minimum rate and include additional components such as a travel time allowance, uniform, 5 days of sick pay.

Qualifications, Training and Skills

Skills for Care estimates show that 40% of the direct care providing workforce in Leicester hold a relevant adult social care qualification (43% in East Midlands and 46% in England).

Raw data from the ASC-WDS showed, of those workers without a relevant adult social care qualification recorded, 48% had five or more years of experience in the adult social care sector, 68% had engaged with the Care Certificate and 71% had completed training.

What challenges are we facing?

Leicester's local employment market

The local economy has faced unprecedented changes over the last few years: Covid19; the war in Ukraine; the cost-of-living crisis. All of these have had significant impact on the local employment and skills landscape. Providers report that inflationary pressures continue to be a major risk to their businesses.

According to the [Office of National Statistics](#), employment in Leicester has increased compared with the previous year. Leicester's employment rate for working age adults was lower at 66.7% than across the East Midlands as a whole in the year ending March 2023. Unemployment (people looking for work) has fallen since a year earlier. The most recent unemployment rate for Leicester was higher at 5.1% than across the East Midlands as a whole. The number of people who are claiming unemployment-related benefits is higher at 5.2% than the previous year, and people who are neither employed nor seeking work (called economic inactivity) has decreased since the last year to 28.5%.

Within the adult social care sector, these statistics are mirrored so more people are employed so the number of vacancies and staff turnover are lower than the previous year, however, recruitment and retention of skilled staff remains a problem, particularly amongst nursing qualified staff. People may choose to work in the hospitality or retail sectors as these are perceived to have less responsibility.

Promoting careers in social care continues to be an ongoing challenge.

Skills for Care tell us that across England, variables that influence the likelihood of a worker leaving their role were:

- Workers who travelled further were more likely to leave.
- Those under 25, and over 60 years old, were more likely to leave their posts.
- Turnover decreased with higher levels of experience working in the sector.
- Likelihood of leaving decreased as pay levels increased.
- Likelihood of leaving decreased with higher levels of experience in role.
- Likelihood of leaving decreased if workers had more training.
- Turnover decreased if workers had a higher number of contracted hours.
- Likelihood of leaving decreased if workers had fewer sickness days.
- Workers on zero-hours contracts were more likely to leave their posts.
- Likelihood of high turnover rates increased if the establishment had high turnover historically.

What has the workforce told us?

This section to be completed.

What has worked elsewhere?

Information from other councils and skills bodies tells us that the following good practice actions can lead to improvements:

- Values based recruitment
- Improved coordination of recruitment, training, and support
- Engaging with schools and colleges for the workforce of the future
- Using 'Ambassadors' to change public perception of the care sector's image
- Improving training and support for people entering the care sector
- Sector wide working to address skills gaps
- Establishing a clear career structure
- Recognising and rewarding length of service and experience
- Improving remuneration, employment terms and conditions, staff benefits

- Targeting support towards small and medium sized organisations

What are our key issues and risks?

Strengths

- Large and growing part of the local economy
- Most of the workforce find care a rewarding career
- The perception of care work has improved since the Covid19 pandemic
- Ethnic profile of the workforce largely matches our local population
- Staff choose to stay in the sector when moving jobs

Weaknesses

- Large number of zero hours contracts
- Lack of sustainable investment into social care
- Lack of awareness of pathways into social care as a career
- Key skills shortages e.g., nurses in social care

Opportunities

- New ways of working including technology and digital opportunities
- Strengths based working and greater emphasis on frontline staff
- Good cross sector partnership approaches

Threats

- Competition with other sectors of the economy
- The impact of the cost-of-living crisis
- The number of staff reaching retirement age is not matched by the number of new entrants to the sector
- Zero hours contracts do not suit a younger workforce

What are we doing to shape the future of social care in Leicester?

Our vision is to make Leicester a great place to work and deliver high quality social care services, using strengths-based ways of working and embracing innovation and technology. We want a workforce that is sustainable, that is competent, and which feels valued. We want to attract a workforce across every stage of their career, including new starters. Strategically we are an active partner in the LLR Integrated Care System's People Board, and the work that this supports, including provision of training opportunities through the LLR Academy, and other initiatives to work as one system to support the workforce across health and care.

To do this we will:

- Work collaboratively with providers to support them to recruit, retain and develop their workforce.
- Work in partnership to carry out targeted local recruitment campaigns, promoting the sector in schools and with potential job applicants, building consistent and co-ordinated local skills offer, and promoting the benefits of working in social care.
- Work alongside others to make a case for fair and sustainable funding for the social care sector.
- Work alongside our system partners to achieve a position of 'one workforce'.

We cannot address all the challenges facing our local workforce. Some require a consistent and sustainable long-term national funding approach. However, we will work together to do all that we can to make the difference to social care in Leicester.

How will we know this is working?

1. Valued

Outcomes				Measures
1.1	A social care workforce that is, and feels, valued and rewarded	1.1a	The workforce feels valued by their employer	Improved percentage of the social care workforce who report that they feel valued by their employers and the public, and rewarded by their employers
		1.1b	The workforce feels valued by the public	
		1.1c	The workforce feels rewarded by their employer	

2. Sufficient

Outcomes				Measures
2.1	Workforce has the right capacity to manage predicted demand	2.1a	A workforce with the right types and numbers of roles to meet demand	Reduction in the number of vacancies
		2.1b	A workforce at full complement	Reduction in the level of turnover
		2.1c	A workforce where staff have skills to cover more than one role or to safely flex tasks within their existing role	Improvements in the timeliness of care packages being fulfilled.
		2.1d	A workforce willing and able to flex their working patterns to meet fluctuations in demand	
2.2	A social care workforce that is representative of the local population	2.2a	A workforce that is recruited locally	Closer match between the demography of Leicester and the demography within the social care workforce
		2.2b	A workforce that is representative of the diversity of the local population	
		2.2c	A workforce whose senior roles reflect the diversity of the local population	
2.3	Social care is a career aspiration across the whole life course	2.3a	More young people want to have care as a career aspiration	Closer match between the demography of Leicester and the demography within the social care workforce and in particular, the number of younger people in post.
		2.3b	Social care as a career is an opportunity, available for all ages of the population	

3. Confident and competent

Outcomes				Measures
3.1	A social care workforce that is competent,	3.1a	All social care roles have access to training and	Improved percentage of the social care

	well trained and supported to be the best they can be		development opportunities	workforce who report that they have sufficient training opportunities to support their career development
		3.1b	All roles have access to career development and progression opportunities	
3.2	A social care workforce that operates in a strength-based and outcome-focussed way	3.2a	A workforce that uses strength-based practice to help those they support achieve their goals	Improved percentage of people who feel that their goals have been achieved
		3.2b	The right outcomes are achieved for those supported by the workforce	
3.3	A digitally/technologically skilled social care workforce	3.3a	A workforce that can use technology to do their job well	
		3.3b	A workforce able to support people to maintain their independence using technology	

Our key actions to make a difference

The actions below show how we intend to work collaboratively to achieve our outcomes. Our focus will be on the first two years of the strategy, but some actions will be longer term and some actions may well be added during the life of the strategy.

Action		Detail		Outcomes
1	Accelerate our exploration of technology to support care work and to address gaps in the workforce		Promote the adoption of digital working across the sector	3
			Increase the availability of local high-quality training for digital and technology skills	
			Promote the use of innovation and technology to support the realisation of outcomes	
2	Support improved practice across the sector in recruitment and business continuity planning	2.1	Continue our partnership with Inspired to Care who lead on the promotion of jobs and careers within the sector, including engagement with schools and colleges	1,2,3
		2.2	Connect with local, regional and national recruitment campaigns	
		2.3	Continue to support Values Based recruitment and practices that support inclusion, equality and diversity	
		2.4	Continue to work with the sector to reduce the number of zero hours contracts	

		2.5	Work with the sector to identify rewards and benefits schemes to recognise long service and good practice	
		2.6	Ensure that our fee rates are reviewed at least annually to reflect fair remuneration for providers and value for money for the council	
3	Improve the positive recognition of social care as a valued career, particularly amongst younger people	3.1	Across local and national networks, make the case for promoting social care as a valued career, and for a fair and sustainable funding approach for the sector	1,2,3
		3.2	Encourage the development of support networks and opportunities across all roles of social care	
		3.3	Connect with local, regional and national campaigns, including recruitment of Care Ambassadors, staff satisfaction surveys etc	
		3.4	Work alongside our NHS colleagues to develop a 'One Workforce' strategy	
4	Promote available resources to providers more effectively, and engage with providers who need the most support to use those resources	4.1	Continue to provide and promote coordinated training and staff development opportunities through the LSCDG (Leicestershire Social Care Development Group), Inspired to Care, the NHS, our provider forums and other providers as identified with local partners	1,2,3
		4.2	Promote the use of good practice toolkits and on-line resources	
		4.3	Support the further development of peer support and networking opportunities	
5	Improve the usage of updated data and intelligence as a shared resource to support the social care workforce	5.1	Measure progress against outcomes at least annually	1,2,3
		5.2	Review and agree priority areas at least annually	
		5.3	Update projections at least annually	

Appendix B – Breakdown of the respondents to the consultation

In what role are you responding to this consultation?	No. of responses
I work in supported living	10
I employ care staff who work with adults in Leicester	7
I work for a home care or domiciliary support organisation	4
I am an interested member of the public	3
I work for a council	3
I work for the NHS in secondary care	3
I receive support from carers or am a carer or family member of someone who receives support from care staff	2
I work for a residential care or nursing home	2
I work for a day service	1
I work for the NHS in the primary care network	1
I am a representative of a voluntary sector organisation, charity, or local community group	1
Other	1
I work as a personal assistant	0
I am a stakeholder (like an elected member, representative of statutory body)	0
Not Answered	0

Leicester's Adult Social Care Workforce Strategy

Public Consultation - initial analysis

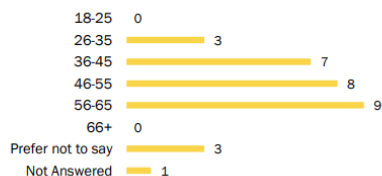
31st May- 14th July 2024

Who responded? Demographics:

Ethnicity

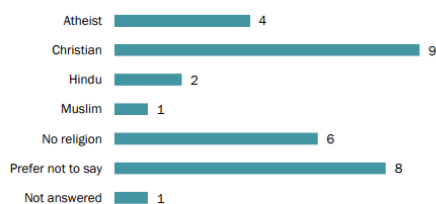


Age

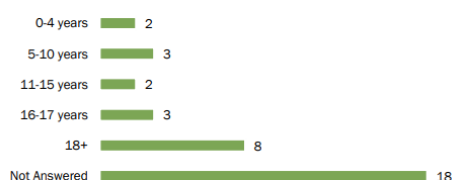


2

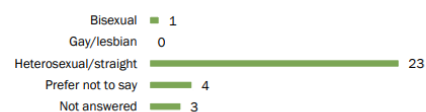
Religion/Belief



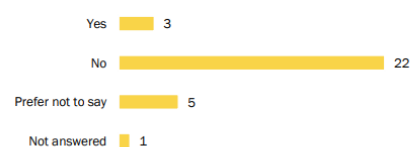
Ages of children/people you care for if you are a parent/carer



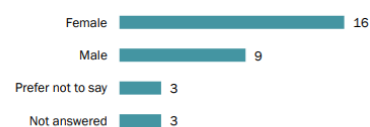
Sexual Orientation



Disability



Sex



The three proposed Strategic Priorities we consulted on

01. Valued

02. Sufficient

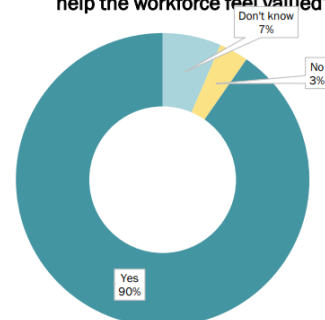
03. Confident and competent

1. Strategic Priority: Valued



3

Feedback - Do you think these priorities will help the workforce feel valued?



Is there anything else we should consider to make the workforce feel valued?

- Increase Pay
- Continuous Professional Development, provide better Training opportunities and access to team building workshops
- Recognition of staff for their contribution and service - establishing formal recognition programmes for long service, exceptional performance, and milestone achievements.
- Promoting diversity and inclusion within the workforce to ensure all staff feel respected and valued regardless of their background.
- The priorities need to have tangible measurable metrics that are visible and displayed to everyone (e.g. on a website)
- Creating platforms for regular feedback from staff, ensuring their voices are heard and their suggestions are acted upon
- Improved Working Conditions
- Work-Life Balance and Wellbeing Initiatives
- Discourage zero-hour contracts
- Make all care workers pin registered
- Leadership and Management Training
- Ensuring staff have access to the latest tools and technology to perform their jobs efficiently and effectively
- Clarity on processes and more transparency by the local authority
- Volunteer Opportunities

4

2. Strategic Priority: Sufficient

Supporting Recruitment and Retention.

Learning from data from partners such as Skills for Care and using to focus our efforts.

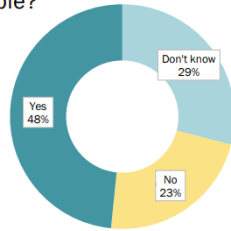
Moving towards an Integrated workforce strategy.

Exploring how pathways into Social Care can be enhanced and publicised to all age groups.

Working in partnership with internal and external colleagues to synergise and add value.

Engaging with and consulting the workforce and representing them as appropriate.

Do you think these priorities will enable us to have a workforce that is sufficient in numbers to support people?



5

Feedback - If no - what are the reasons why?

1. Low Pay rate (minimum wage)
2. High level of complexity in people drawing on support
3. Expected to work long hours
4. Poor working conditions
5. Inadequate training
6. Career Progression

Is there anything else we could do to ensure sufficient staff numbers to meet people's support needs?

- Fair pay structures/better pay
- Continuous professional development, provide better training opportunities and access to team building workshops
- Recognition of staff for their contribution and service - establishing formal recognition programs for long service, exceptional performance, and milestone achievements.
- Promoting diversity and inclusion within the workforce to ensure all staff feel respected and valued regardless of their background.
- Creating platforms for regular feedback from staff, ensuring their voices are heard and their suggestions are acted upon
- Ensuring staff have access to the latest tools and technology to perform their jobs efficiently and effectively
- Improved Working Conditions
- Work-Life Balance and Wellbeing Initiatives
- Discourage zero-hour contracts. This gives stability to carers
- Leadership and Management Training
- Increased structured education availability
- Volunteer Opportunities

6

3. Strategic Priority: Confident and Competent

Continuing to offer and support training provision either directly or through partners such as the LSCDG, Inspired to Care and Skills for Care.

LINKING WITH KEY WORK PROGRAMMES TO IDENTIFY GAPS AND OPPORTUNITIES.

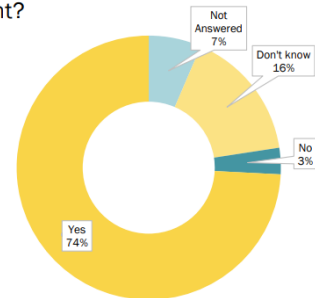
SUPPORTING OUR WORKFORCE THROUGH PRACTICAL SOLUTIONS AND INFORMATION SHARING.

EMBRACING INNOVATION AND THE USE OF TECHNOLOGY.

Feedback - Will priorities support having confident and competent staff? If no, please give reasons why.

1. Some of the different training all feels a little disjointed and not always simple to use and so valid training can be missed
2. It's difficult to comment as there are no specifics.

Do you think these priorities will support us to have a workforce that is confident and competent?



7

Anything else we can do to ensure staff are confident and competent?

Training and Development:

- May work if staff are employed by an organisation/agency, and not with privately employed staff.
- An online platform with access to electronic resources and supplemented by focussed face-to-face training would be great.
- Free training for staff
- Working closely with providers to support training requirements
- Ensure training provided is useful for front line staff
- Identify those who are doing great work and reward them.
- Clear paths of expectation within the industry and expectations on how and where to achieve.
- A clear strategy which enables the Council to see the whole sector and where it can improve.

8

Appendix D – Addition suggestions from people during the consultation

Finding	Brief Description	Alignment with strategic objective	Specific actions
Recognition for all staff for their contribution and service	Establishing formal recognition programmes for long service, exceptional performance, and milestone achievements.	Attract and retain	Inspired to Care projects including the Carer of the year awards. Skills for Care are developing career pathways for development
Promoting diversity and inclusion within the workforce	Ensure all staff feel respected and valued regardless of their background.	Attract and retain	Inspired to Care funded projects and recruitment initiatives. Working with Skills for Care to improve provider inclusion in the Workforce Data Set to enrich data International Recruitment project
Continuous Professional Development	Volunteer Opportunities Clear career pathway in the industry Ensuring staff have access to the latest tools and technology to perform their jobs efficiently and effectively.	Train	Skills for Care programme of work Leicestershire Social Care Development Group programme of training
Creating platforms for regular feedback from staff	Ensuring staff voices are heard and their suggestions are acted upon	Train and transform.	Accelerate our exploration of technology to support care work and to address gaps in the workforce.
Improved Working Conditions	Discourage zero-hour contracts. Work-Life Balance and Wellbeing Initiatives	Attract and retain. Attract and retain	Working with providers Support improved practice across the sector in recruitment and business continuity planning.



Leicester's Adult Social Care Workforce Strategy 2025-2030

Leanne Karczewski

Lead Commissioner

Adult Social Care & Commissioning

April 2025

Our Vision



Our vision is to make Leicester a great place to work and deliver high quality social care services, using strengths-based ways of working and embracing innovation and technology



We want a workforce that is sustainable, that is competent, and which feels valued.



We want to attract a workforce across every stage of their career, including new starters



Leicester
City Council

Introduction to the Leicester City Adult Social Care Workforce Strategy 2025-2030

We Statement:

- 1** We co-produce our workforce strategy and action plan, and their delivery and evaluation, with people who work for us. We make sure our plans are informed by people with lived experience of care.
- 2** We make sure that we are working together across the wider workforce in an integrated, preventative and flexible way

To create this strategy, we have worked collaboratively with our social care provider sector, our social care workforce in Leicester City Council and in the wider sector as well as organisations with workforce expertise, especially Inspired to Care and Skills for Care.

We have also involved partners and colleagues from the Integrated Care Board, Leicestershire Partnership Trust and Leicestershire County Council.

Strategically we are an active partner in the Leicester, Leicestershire and Rutland Integrated Care System's People Board and the work that this supports this including provision of training opportunities through the LLR Academy as well other initiatives.

These partnerships are helping us work towards integration and working together as one system to support the workforce across health and social care, in line with the direction NHS ten-year plan which focuses on shifting towards community-based care, preventative measures, and digital technology, while also addressing workforce challenges and improving patient outcomes.¹

Through consultations our internal City Council and external adult social care workforce have told us what is most important to them as well as what needs to improve and develop. We have found that the themes of recruitment and retention, training and transformation of the workforce are shared across the sector - these themes have guided us in the develop of our strategic priorities.

As these themes and aspirations are shared across both the internal and external workforce, we have decided to take a joint approach to this strategy and the delivery – encompassing both the internal and external adult social care workforce in Leicester city. This approach will enable us to benefit from continued cross working and collaboration across the system, whilst maintaining two distinct delivery plans which accommodate the requirements of the different professionals within the social care workforce.

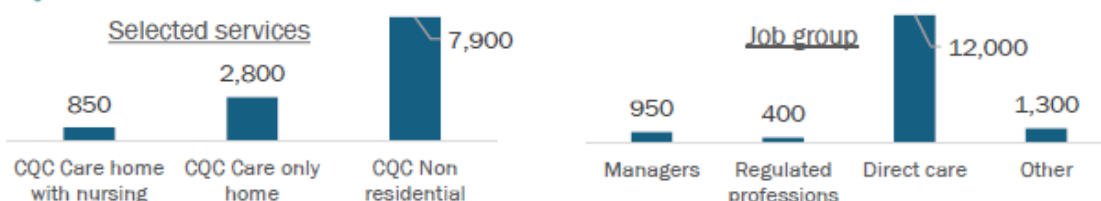
During delivery we commit to working alongside the workforce and with people with lived experience who draw on adult social care support, to ensure that people stay at the centre of this work. Through our strategic co production group “Leicester Voices together Group” we have the support to be able to achieve this.

Our local Adult Social Care Workforce Data – the Context

Employment Overview

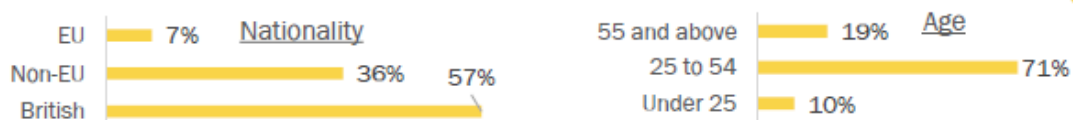
Skills for Care estimate Leicester had 13,000 adult social care filled posts in the local authority and independent sectors. These included 950 managerial roles, 300 regulated profession roles, 10,500 direct care (including 9,000 care workers), and 1,300 other-non-care proving roles. The average number of sickness days taken in the last year in Leicester was 4.2, (5.7 in East Midlands and 5.3 across England). With an estimated directly employed workforce of 11,500, this means employers in Leicester lost approximately 49,000 days to sickness in 2023/24.

Over half of the workforce (57%) usually worked full-time hours in Leicester and 43% were part-time. Around a third (34%) of the workforce were on zero-hours contracts



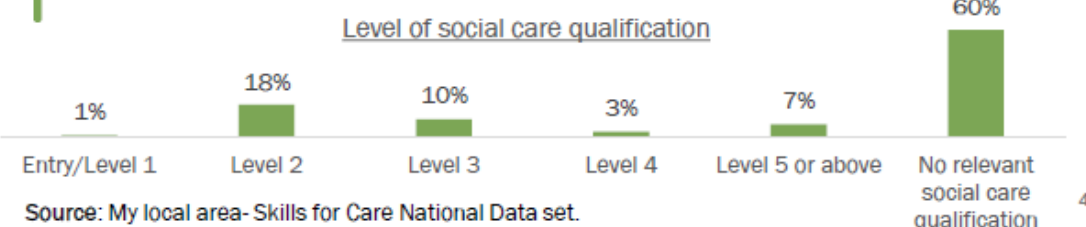
Workforce Demographics

The majority (77%) of the workforce in Leicester were female, and the average age was 41.3 years old. Workers aged under 25 made up 10% of the workforce and workers aged 55 and above represented 19%. Given this age profile approximately 2,500 posts will be reaching retirement age in the next 10 years. Across England 73% of the workforce identified as British, while in the East Midlands region this was 73%. An estimated 57% of the workforce in Leicester identified as British, 36% identified as of a non-EU nationality and 7% identified as of an EU nationality, therefore there was a higher reliance on non-EU than EU workers



Qualifications, training and skills

Skills for Care estimates show that 37% of the direct care providing workforce in Leicester hold a relevant adult social care qualification (43% in East Midlands and 47% in England). Raw data from the ASC-WDS showed, of those workers without a relevant adult social care qualification recorded, 37% had five or more years of experience in the adult social care sector, 78% had engaged with the Care



What has the workforce told us?

Analysis of our targeted workforce consultation confirmed that are our priorities are the right ones. The Workforce told us that they want to see:

Fair pay structures/better pay	Recognition of staff for their contribution and service - establishing formal recognition programmes for long service, exceptional performance, and milestone achievements.	Ensuring agency staff get the same recognition in the strategy
Promoting diversity and inclusion within the workforce to ensure all staff feel respected and valued regardless of their background.	Clear paths of expectation within the industry and expectations on how and where to achieve	Creating platforms for regular feedback from staff, ensuring their voices are heard and their suggestions are acted upon

Our Strategic Priorities:

The strategic priorities align with the 2024 National Workforce Strategy for Adult Social Care in England, and we benefit from being a partner and collaborator at both regional and national workforce development networks. These networks will enable us to deliver this strategy in the knowledge that our priorities are the rights ones locally as well as being aligned nationally.

They are also conversant with the Skills for Care National Workforce Data Set which gives us an evidence-based approach to our specific local workforce improvement and innovation planning.

We will use the Workforce Together', 'I' and 'We' Statements Framework which has been co-produced by people and for people who work in care and people who draw on care and support, and their carers They have been created by Partners in Care and Health who have worked in collaboration to facilitate the co-production discussions and translate the insights into these statements.³ The purpose of this framework is to support improvement in workforce development, wellbeing and the quality of care, so we can all live "gloriously ordinary" lives.

These We statements will be used to benchmark our progress against during the delivery of the strategic priorities giving us a framework to measure against and be accountable to.

5

Priority 1 - Attract and Retain

We Statement:

- 1** We make sure that our workforce is diverse, reflecting the communities in which we work and the people who we support
- 2** We co-produce our approach to wellbeing with people who work for us.
- 3** We prioritise safety and safeguarding when considering current and future workforce.

What this means:



Priority 2 - Train

We Statement:

- 1** We research, develop and invest in new roles and new ways of working, when it makes sense to do this.
- 2** We develop clear career pathways, and development and progression opportunities.

What this means:

Staff have the right professional skills and personal qualities to excel at their job.



There is a good quality training provision either directly or through partners such as the LSCDG, Inspired to Care and Skills for Care.



Resources are promoted to providers more effectively, and there is engagement with providers who need the most support to use those resources



There is a strong partnership approach to learning and development



Apprenticeships are encouraged as a way of encouraging social care as a valued career.

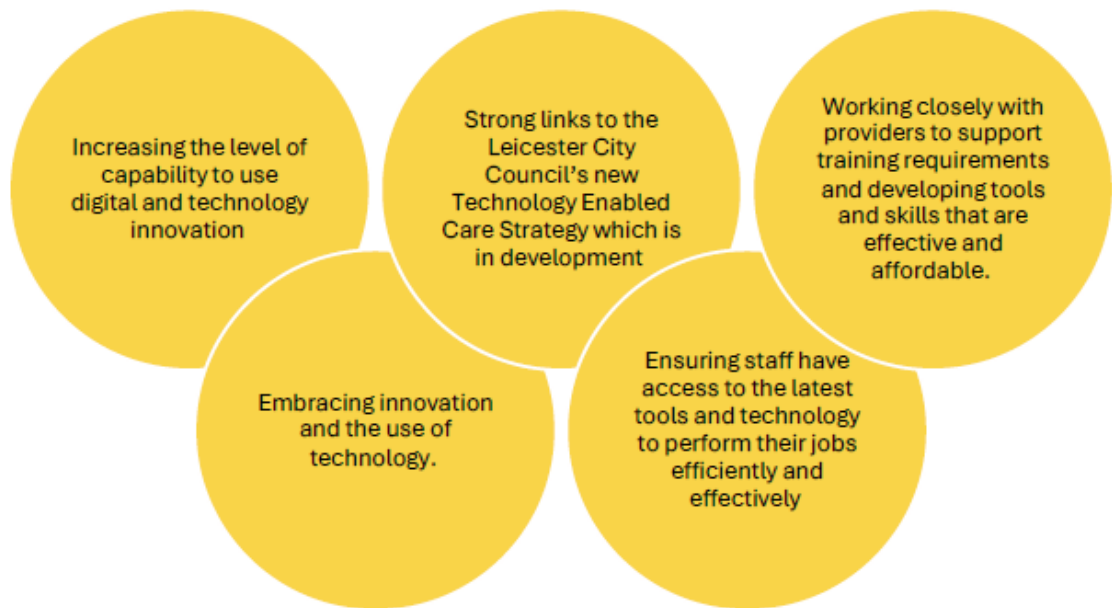
Priority 3 - Transform

We Statement:

1

We analyse national, regional and local information, data and intelligence to underpin our workforce plans.

What this means:



Next Steps - Making It happen

This new strategy will be delivered via two delivery plans – one for the internal and a second for the external workforce these robust delivery plans will set out annual actions to meet the ambitions of the strategy – Attract and retain, train and transform.

The alignment of this Strategy with the National Adult Social Care Workforce Strategy will enable us to enhance regional coordination and collaboration on the strategic priorities, share data and research and benefit from the resources and good practice that is being developed across the region and nationally.

In conjunction with this strategy, we will work with health and social care partners across the region to develop a People Strategy, which will have the strategic objectives of attraction, retention, innovation and transformation across the LLR footprint and will enable a joined-up approach to workforce development and improvement.

Our workforce challenges need to be addressed to make sure that there are enough people working in social care with the right training, skills, and qualifications to meet the changing and increasing needs of our population - and that those people are valued in their roles.

In summary the growing need for adult social care, and the current challenges in attracting and retaining a suitably qualified workforce, underpin the commitment for us to launch and mobilise this strategy for the Adult Social Care Workforce.

