

External Adult Social Care Strategic Workforce Plan for Nottingham and Nottinghamshire

Elevating the Care Workforce Together
#ProudtoCareNotts



**Integrated
Care System**
Nottingham & Nottinghamshire



skillsforcare



**Nottinghamshire
County Council**



**Nottingham
City Council**

Foreword

Our Care Act Responsibilities

Section Five of the Care Act (2014)

Sets out duties in Local Authorities to facilitate a diverse sustainable high-quality market for their whole local population, including those who pay for their own care, promote an efficient and effective operation of adult social care and support the care market as a whole.

Introduction and Overview

Our external, independent adult social care sector in Nottingham and Nottinghamshire plays a critical role in supporting the well-being and quality of life for our residents. As our community grows, the demand for high-quality social care services continues to rise. This increasing demand, coupled with the complexities of modern care needs, highlights the need for a forward-thinking plan for its workforce.

Developing this strategic plan is a first step in our aspiration that our independent social care workforce are recognised and respected for their vital contributions to our local community across Nottingham and Nottinghamshire. This plan will outline what the workforce looks like and what the sector has told us is needed to build a sustainable, skilled, and motivated workforce, capable of delivering high-quality care now and in the future.

The document is designed to be dynamic and adaptable, ensuring it remains responsive to the evolving needs of the sector. We recognise that the sector is subject to continuous changes, driven by demographics, political shifts and digital advancements.

Sitting outside of this document will be ongoing delivery plans which will be implemented and reviewed regularly. This flexibility will allow us to create and implement plans which are relevant and effective to the different areas of Nottingham and Nottinghamshire. This will also allow space for celebrating our successes and impacts.

The Workforce in Nottingham and Nottinghamshire

What does the workforce currently look like?

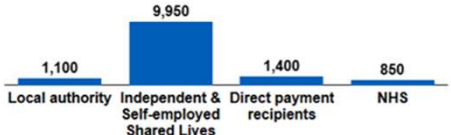
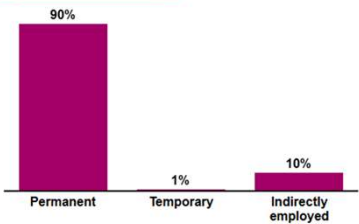
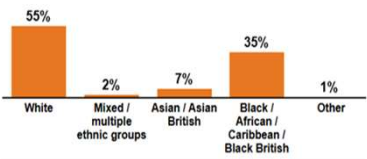
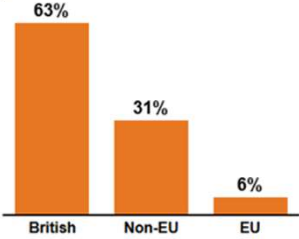
- The independent, external adult social care workforce is comprised of a diverse group of professionals, including direct care workers, registered managers, nurses and support staff, who operate in various settings such as residential and nursing care homes, home care and community services.
- This workforce delivers person-centred care, promoting independence, and enhancing the quality of life for individuals with complex needs.
- The following slides will show the make-up of the sector and its workforce, and its contribution to the Nottingham and Nottinghamshire system.

What does the workforce currently look like - Nottingham & Nottinghamshire ICB area

Employment Overview	Number of filled posts 33,000	Employment Status 90% 1% 9% Permanent Temporary Indirectly Employed	45% 55% Part-time Full-time Working time	Posts 2400 are managerial 800 regulated professions included nursing. 25000 are direct care (care worker, senior care worker, support and outreach).
Recruitment & Retention	Turnover Rate 29.7%	Vacancy Rate 11.0% vacancy rate (or 3,700 vacant posts) in 2023/24	Average Sick Days 5.7 average sickness days taken in 2023/24	Experience in sector Average: 8.5 years in sector
Demographics	Ethnicity 73% 19% 6% 2% 1% White Black / African / Caribbean / Black British Asian / Asian British Mixed / multiple ethnic groups Other	Nationality 76% 20% 4% British Non-EU EU	Gender 80% of the workforce were female 20% of the workforce were male	Age average age 42.3
Workforce Projections	Total posts in 2023/24 and extra posts required by 2040 44,000 10,000 2023/24 Extra filled posts by 2040	If the adult social care workforce grows proportionally to the projected number of people aged 65 and over in the population, the number of total posts needs to increase by 23% or 10,000 to 54,000 in 2040.	Projected number of total posts in adult social care required by 2040 44,000 49,000 53,000 54,000 2023/24 2030 2035 2040	

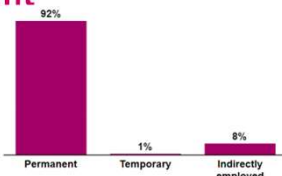
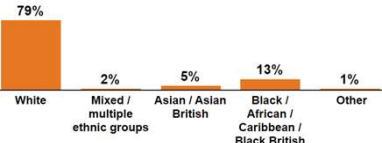
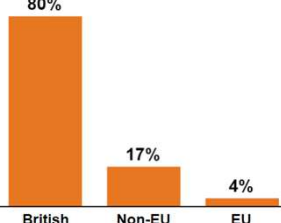
*All data sources from Skills for Care Workforce Intelligence 2023/24 publication: [Workforce intelligence \(skillsforcare.org.uk\)](https://skillsforcare.org.uk)

What does the workforce currently look like – Nottingham City

Organisations	<u>CQC Regulated Establishments</u>  214	<u>Filled Posts by Sector</u> 	<u>CQC Ratings</u> 3.6% are rated outstanding 70% are rated good. 24.8% are rated requires improvement.	<u>Filled Posts by Services</u> 1,000 – Care homes with nursing 1,500 – Care homes only 6,100 – CQC non- residential
Employment Overview	Number of filled posts 9,900	<u>Employment Status</u> 		<u>Posts</u> 800 are managerial 150 regulated professions included nursing. 8,000 are direct care (care worker, senior care worker, support and outreach).
Recruitment & Retention	<u>Turnover Rate</u>  31.3%	<u>Vacancy Rate</u>  18.3%	<u>Average Sick Days</u>  5.9	<u>Experience in Sector</u> 8.3 Years
Demographics	<u>Ethnicity</u> 	<u>Nationality</u> 	<u>Gender</u> 77% of the workforce were female  23% of the workforce were male	<u>Age</u>  42.5

*All data sources from Skills for Care Workforce Intelligence 2023/24 publication: [Workforce intelligence \(skillsforcare.org.uk\)](https://skillsforcare.org.uk/workforce-intelligence)

What does the workforce currently look like - Nottinghamshire

Organisations	<u>CQC Regulated Establishments</u>  474	<u>Filled Posts by Sector</u> 	<u>CQC Ratings</u> 9.2% are rated outstanding 73.4% are rated good. 15.5% are rated requires improvement.	<u>Filled Posts by Services</u> 5,600 – Care homes with nursing 6,500 – Care homes only 8,800 – CQC non- residential
Employment overview	Number of filled posts 23,000	<u>Employment Status</u> 		<u>Posts</u> 1,600 are managerial 650 regulated professions included nursing. 17,500 are direct care (care worker, senior care worker, support and outreach)
Recruitment & Retention	<u>Turnover Rate</u>  29.1%	<u>Vacancy Rate</u>  7.5%	<u>Average Sick Days</u>  5.6	<u>Experience in Sector</u> 8.5 Years
Demographics	<u>Ethnicity</u> 	<u>Nationality</u> 	<u>Gender</u> 81% of the workforce were female  19% of the workforce were male	<u>Age</u>  41.5

*All data sources from Skills for Care Workforce Intelligence 2023/24 publication: [Workforce intelligence \(skillsforcare.org.uk\)](https://skillsforcare.org.uk)

What does the workforce currently look like – data comparison

	NOTTINGHAM CITY	NOTTINGHAMSHIRE COUNTY	EAST MIDLANDS	NATIONAL
 TURNOVER RATE	31.3%	27.7%	26.5%	25.8%
 VACANCY RATE	18.3%	8.6%	8.6%	8.1%
 GENDER	77% female and 23% male	81% female and 19% male	79% female and 21% male	79% female and 21% male
 AVERAGE AGE	42.5	42.1	42.2	43.3

*All data sources from Skills for Care Workforce Intelligence 2023/24 publication: [Workforce intelligence \(skillsforcare.org.uk\)](https://skillsforcare.org.uk)

What does the workforce currently look like – data comparison

ETHNICITY		Nottingham City	Nottinghamshire County	East Midlands	National
	White	55%	80%	67%	65%
	Black / African / Caribbean / Black British	35%	12%	19%	20%
	Asian / Asian British	7%	5%	11%	12%
	Mixed / Multiple Ethnic Groups	2%	2%	2%	2%
	Other	1%	1%	1%	1%

NATIONALITY		Nottingham City	Nottinghamshire County	East Midlands	National
	British	63%	81%	71%	72%
	Non EU	31%	16%	23%	22%
	EU	6%	3%	5%	6%

What does the workforce currently look like – International Recruitment

The care sector has faced an unprecedented staffing crisis in recent years.

Long before the COVID-19 pandemic, recruiting and retaining care workers was a significant challenge. When the pandemic hit, it deepened the crisis and as a result, many staff left due to ill health, burnout, disillusionment, or retirement, while others tragically lost their lives.

The workforce, already stretched thin, was pushed to its limits.

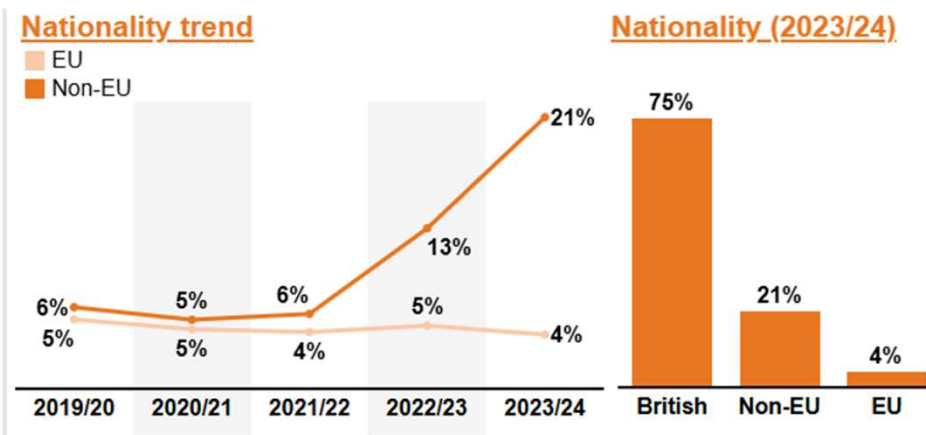
In response to mounting pressures, the government added Senior Care Workers to the Shortage Occupation List in 2021, followed shortly by Care Workers. This crucial policy change enabled care providers, who were struggling to attract sufficient interest from UK-based candidates, to recruit experienced and qualified staff from overseas.

We refer to those workers on a Health & Care visa as “International Recruits”.

For many providers, international recruitment has become a lifeline. It has reduced reliance on costly agencies and streamlined recruitment processes, offering a more sustainable way to build a stable workforce.

Most importantly, it has benefitted the people we support. Skilled, passionate professionals from around the world have brought fresh perspectives, cultural richness, and a renewed commitment to person-centred care, helping deliver greater continuity and improved outcomes across the sector.

Across the Nottingham and Nottinghamshire Integrated Care System Footprint, there has been a 15% increase in care workers from non EU countries since 2021-22



What does the workforce currently look like – International Recruitment

- Nationally between March 2022 and March 2024 an estimated 185,000 people have started direct care providing roles in the independent sector.
- 29% of people recruited internationally were male.
- 34.1 average age of a person internationally recruited.
- Estimated no of people recruited internationally starting care worker roles in the independent sector in East Midlands 23/24 11,500 filled posts/ senior care worker filled posts 400.
- To support of our international workforce and our provider market we are working with our local and regional colleagues and the East Midlands International Recruitment Hub, sharing resources, webinars, best practice topics on ethical recruitment processes.

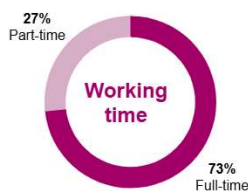
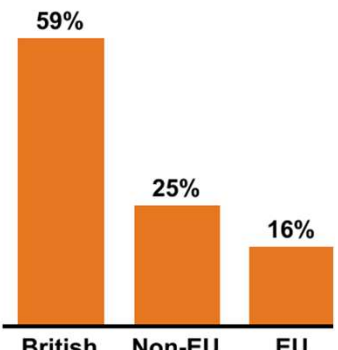
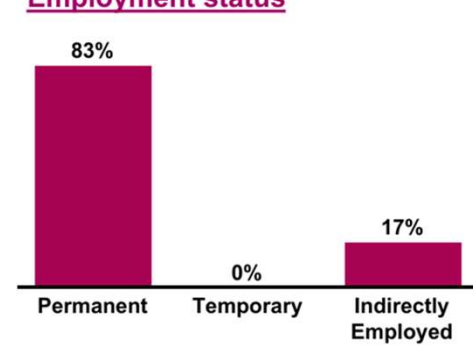
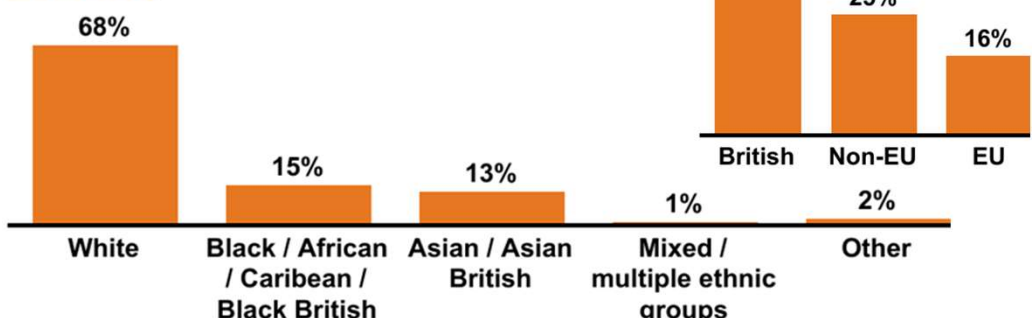
What does the workforce currently look like – Social Care Nurses

The adult social care sector workforce includes employment of Nursing and Midwifery Council (NMC) registered nurses bound by the Code of Professional Standards of Practice.

Social care nurses play a vital role in the external adult social care sector, where their specialised skills are essential in enabling individuals who draw on care and support, many of whom have multiple co-morbidities and health issues, to live positively. Nursing in social care is complex, grounded in person centred practice, and draws on professional autonomy and critical thinking.

Social care nurses are also uniquely positioned to monitor peoples' overall well-being, identifying early signs of health decline or new needs and coordinating timely interventions with other health and social care services. Their presence not only enhances the quality of life for those they care for but also reduces the need for hospital admissions, alleviating pressure on the NHS and other healthcare systems.

What does the workforce currently look like – Social Care Nurses across Nottingham & Nottinghamshire

Sector	Recruitment & Retention	Demographics	
Registered Nurses: 700 filled social care nursing posts.  27% Part-time 73% Full-time Working time	<u>Turnover Rate</u>  56.5%	<u>Nationality (2023/24)</u>  59% 25% 16% British Non-EU EU	
	<u>Vacancy Rate</u>  17.5%		
<u>Employment status</u>  83% 0% 17% Permanent Temporary Indirectly Employed	<u>Average sick days</u>  8.8%	<u>Ethnicity</u>  68% 15% 13% 1% 2% White Black / African / Caribbean / Black British Asian / Asian British Mixed / multiple ethnic groups Other	
	<u>Experience in sector</u> 16.6%	<u>Gender</u> 84% of the workforce were female	<u>Average age</u> 46.2

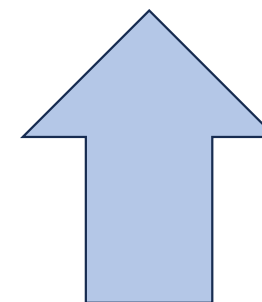
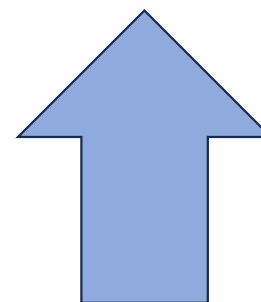
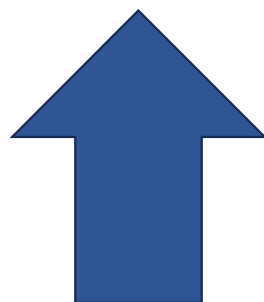
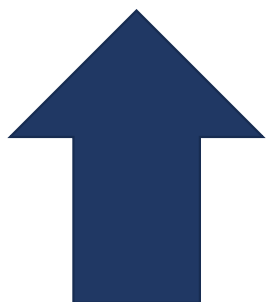
Population and Workforce Projections

The proportion of adults in Nottinghamshire who are over 65 is increasing. This is significant both in terms of the number of people predicted to draw on social care and the potential loss of those over 55 in the workforce, who make up 22 percent of the direct care workforce currently.

For people over 65 years the number of people with a learning disability is estimated to increase by 32 percent by 2035. There is a projected 28 percent increase in the number of people over 65 with moderate to severe learning disability. This suggests the sector workforce will need skills and training to support people living both with age-related conditions and conditions associated with learning disability.

There is a predicted increase in the number of people with support needs meeting requirements for residential care: 9,000 by 2035.

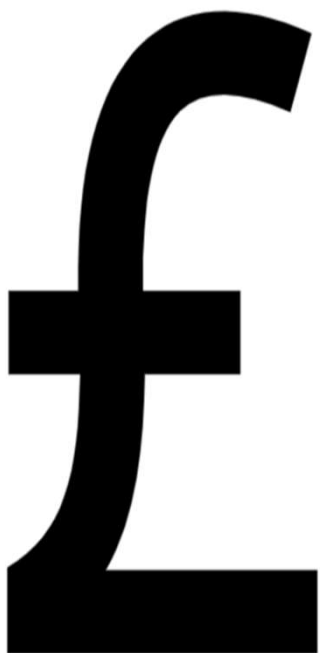
On the current trajectory the adult social care workforce will need to increase by 28 percent.



2024

2035

Economic Value of the Workforce



The gross value of the workforce to the economy is £1.64 billion. This is the highest gross value-added area in the East Midlands.

(Nottingham City - £503m and Nottinghamshire County - £1.14bn)



The total wage bill, or cost of employing care staff in terms of salary and hourly rates, is £672m.

(Nottingham City - £206m and Nottinghamshire County - £466m)



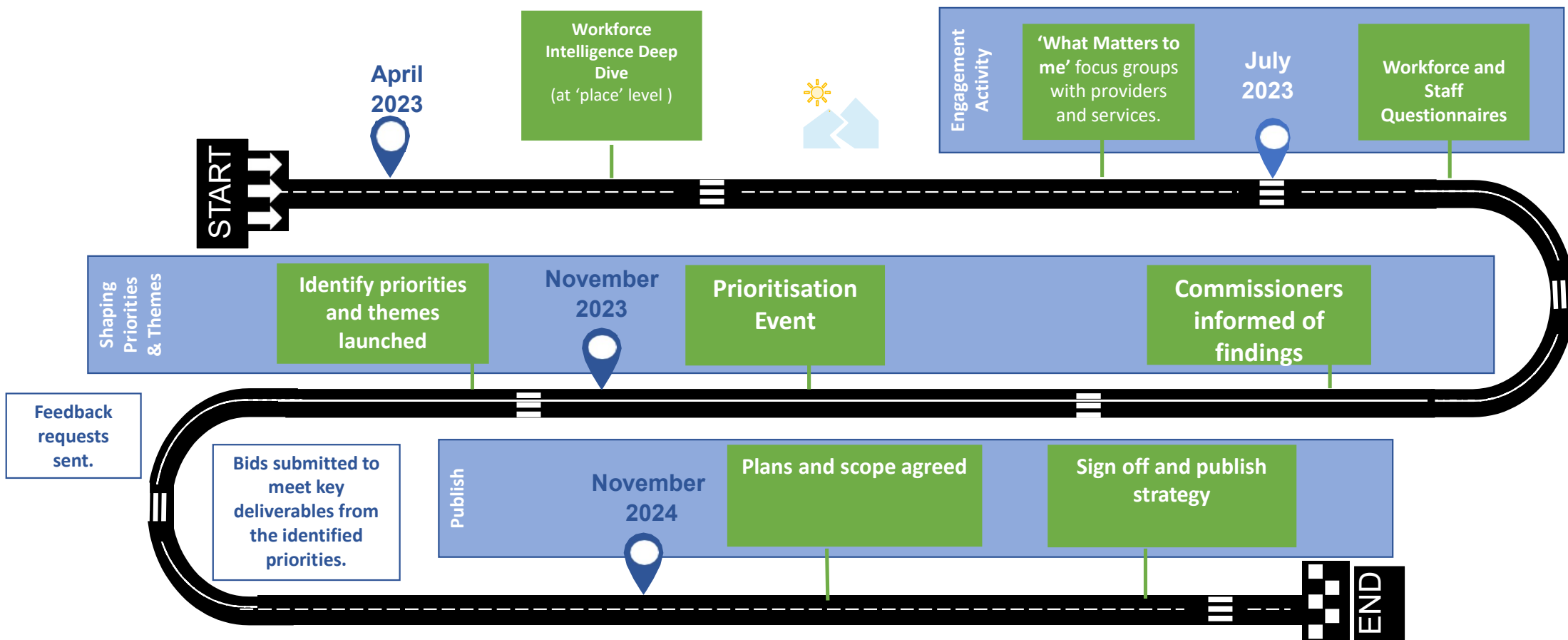
Since 2022/23 the total workforce for Nottingham & Nottinghamshire has grown by 3.3%.

(Nottingham City has grown by 3.3% – and Nottinghamshire County has grown by 3.2%)

Strategic Plan Development

This strategic plan has been developed as a collaborative piece of work, jointly led by Nottinghamshire County Council and Nottingham City Council, alongside Nottingham & Nottinghamshire ICB and Skills for Care.

By integrating information data with local insights gathered from our engagement activities, surveys, and events, we have identified key priorities and themes to shape our future work.



Strategic Plan Development Journey

Engagement Activity: What Matters to Me Sessions & Care Staff Survey

We held a number of 'What Matters to Me' sessions with the following groups to find out the things that matter:

- People with lived experience
- Family carers
- Commissioners
- Care providers –chief executives, nominated individuals
- Registered managers
- Frontline workers, including care workers, nurses, support workers and personal assistants

We engaged with people via face-to-face discussions, online meetings and digital whiteboard and surveys.

The intelligence gathered was collated and reflected in our strategy themes and priorities.

A Care Staff Survey was shared with all providers. The following questions were key findings:

What attracted you to work in social care?



66% wanted to make a difference



48% made the best use of my skills and experience



25% flexible working hours

Which of the following are most important to you?



58% ability to make a difference



45% pay



46% work-life balance

Shaping Priorities & Themes: Prioritisation Event

Using insights from our engagement activities and an intelligence deep dive by Skills for Care, we identified six priorities aligned with the [ICS 10 People Function Outcome Areas](#).

These priorities became the focus of our **Prioritisation Event**, which brought together:

- Social care providers (including supported living, homecare, and nursing services)
- Family carers
- People with lived experience
- Local authorities
- Nottingham & Nottinghamshire ICB
- Occupational therapists

Participants were asked to rank the priorities based on their significance and urgency. Following this, discussions were held in a world café-style format to explore solutions collaboratively.

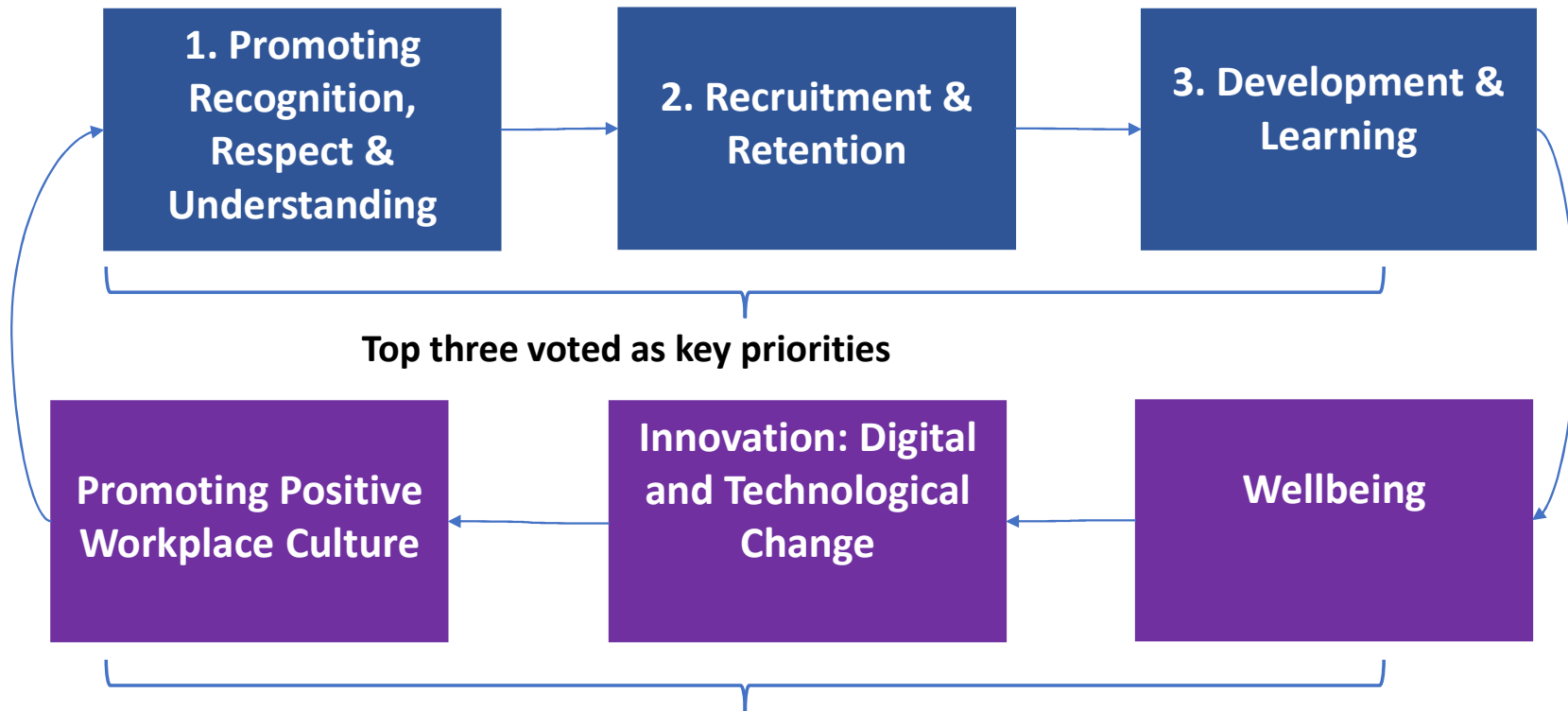
The feedback and proposed solutions were analysed and collated into themes and areas of focus, with a particular focus on the top three priorities identified by participants.

Priorities & Themes

The strategic priorities are acknowledged as interconnected and evolving.

We will prioritise the top three voted areas (numbered) while incorporating themes from the remaining priorities, to ensure all areas are addressed comprehensively.

Priorities



Themes: Our Areas of Focus

Care workers and colleagues across the Nottingham and Nottinghamshire Health and Care system told us their visions for future working and potential solutions under each of the priorities. These have been collated below as themes and areas of focus:

Area of focus	Priority 1: Promoting Recognition, Respect & Understanding	Priority 2: Recruitment & Retention	Priority 3: Development & Learning
	- Celebrating the local workforce, recognising work, economic value and promotion of a learning culture. - Collaboration and networking across Health & Social care sectors including increased communication, sharing information & best practice. 'One workforce' branding through a central social care careers hub hosting a skills academy. - ICS system education on what social care is - Raising awareness of the social care sector to the public utilising positive promotion.	- Values based recruitment and onboarding & exit processes. - Growing the future workforce: Education around the rewarding nature of careers in adult social care within schools, universities and the public. - International Recruitment support	- Rollout of Career Pathway and investment in CPD opportunities. - Parity in access to quality training. - Talent Management including effective career conversations, supervisions, appraisals and mentoring opportunities. - Understanding training needs of the sector and opportunities.
Future Development	Priority: Promoting Positive Workplace Culture	Priority: Innovation: Digital and Technological Change	Priority: Wellbeing
	- Themes under Promoting, recognition, respect and understanding. - Acknowledgement for unpaid workforce, VSCE and Personal Assistants	Innovation & Technology as investment in the workforce	- Themes under Promoting, recognition, respect and understanding. - Support for the workforce to access lifestyle benefits. - PA and individual employers: training and health and wellbeing opportunities

Priority 1: Promoting Recognition, Respect and Understanding



What we will focus on	• Launch a joint annual celebration event to recognise contributions across the care sector. • Establish a centralised online workforce hub to promote care as a career, provide resources and support links for the workforce. • Develop and launch a care brand to create a sense of belonging and recognition for the local independent care workforce. • Deliver system-wide highlights and key messages on the roles and value of social care within the ICS to promote collaboration.
Link to national work	Skills for Care: A workforce strategy for adult social care. Recommendations and commitments under: • Attract and retain • Transform

Priority 2: Recruitment and Retention

THEMES

Values based
recruitment
resources

Best practice with
onboarding and
exit processes

Growing the
future workforce

Education on
careers in adult
social care for
schools, universities
and public

International
Recruitment
support

What we will focus on

- Horizon scan for innovative recruitment resources and share findings via the new online workforce hub.
- Understand through engagement with local workforce the best practices for onboarding and exit processes to share widely across the sector.
- Collaborate with schools and attend career fairs alongside providers to promote careers in adult social care.
- Link with local universities to pilot initiatives aimed at increasing student engagement and placements in the sector.
- Promote careers in adult social care through outreach to schools, universities, and public forums.
- Link with local and regional International Recruitment support teams to identify available support for international recruits.
- Share resources, news and support links via workforce bulletins and the online workforce hub.

Link to national work

Skills for Care: A workforce strategy for adult social care. Recommendations and commitments under:

- Attract and retain

Priority 3: Development and Learning



What we will focus on	• Identify and drive local implementation of national career pathway strategies as they arise. • Collaborate with system wide colleagues and teams to continually seek opportunities for training for the care workforce. • Horizon scan and share talent management resources, appraisals, and mentoring practices via the new online hub. • Engagement with the workforce to understand local training needs and emerging trends. • Utilize platforms like Notts Help Yourself and align with related strategies, to support training needs and opportunities.
Link to national work	Skills for Care: A workforce strategy for adult social care. Recommendations and commitments under: • Train

Alignment to Other Strategies

Nottingham and Nottinghamshire Integrated Care System Strategy

Alignment to Other Strategies

Skills for Care National Workforce Strategy Priorities:

- Attract and Retain
- Train
- Transform

The External Adult Social Care Strategic Workforce Plan for Nottingham and Nottinghamshire aligns closely with both national and local strategies through workforce development, sustainability and collaboration.

Nationally it mirrors the Skills for Care National Workforce Strategy through our top three priorities of promotion, recognition and respect, recruitment and retention and development and learning. The priorities of the NHS Long Term Plan are also reflected by focusing on improving retention and recruitment through promotion of social care careers, career pathways and training opportunities.

Locally it dovetails with the Nottingham and Nottinghamshire Integrated Care System (ICS) and the Integrated Care Strategy through ensuring there is a sustainable social care workforce to enable every person in Nottingham and Nottinghamshire to enjoy their best possible health and wellbeing.

The local social care workforce underpins the success of all local social care strategies; without a strong, well trained and resilient workforce, local aims and priorities would not be achieved, and the unique care needs of the local population would not be met.

Alignment to Other Strategies

Area	Strategy	What is this Strategy and why is it included?
National Strategies	Skills for Care National Workforce Strategy – https://www.skillsforcare.org.uk/About-us/A-workforce-strategy-for-adult-social-care.aspx	This strategy identifies the adult social care workforce needs over the next 15 years and sets out a plan for ensuring the sector has enough of the right people with the right skills.
	People at the Heart of Care: Adult Social Care Reform - https://www.gov.uk/government/publications/people-at-the-heart-of-care-adult-social-care-reform-white-paper	This white paper sets out a 10-year vision for adult social care, including the aim to ensure the social care workforce feel recognised and rewarded and are equipped with the right skills and knowledge.
	NHS Long Term Workforce Plan - https://www.england.nhs.uk/publication/nhs-long-term-workforce-plan/	Workforce plan for the NHS, putting staffing on a sustainable footing and improving patient care. It focuses on retaining existing talent and making the best use of new technology alongside a large recruitment drive.
System Wide / Joint Strategies	Nottingham and Nottinghamshire Integrated Care Strategy 2023-2027 - https://healthandcarenotts.co.uk/wp-content/uploads/2021/05/Integrated-Care-Strategy-2023-27-SUMMARY-updated-for-March-2024.pdf	This is the five-year strategy of the Nottingham and Nottinghamshire Integrated Care System (ICS) which focusses on improving outcomes, tackling inequality, enhancing value for money and supporting broader social and economic development.
	Joint Carers Strategy - https://www.nottinghamshire.gov.uk/media/5081744/final-joint-carers-strategy-2023-28.pdf	This strategy is for all unpaid carers who live in, or are caring for someone that lives in, Nottingham City or Nottinghamshire County, regardless of the condition or age of the person they are supporting. The strategy sets out what will be done together to improve the health and wellbeing of carers.
Local Strategies	Nottinghamshire County Council - Internal Social Care Workforce Strategy - Nottinghamshire County Adult Social Care Strategy - The Nottinghamshire Plan	These local authority strategies set the vision for social care and the wider council, including the sustainability and development of the adult social care workforce.
	Nottingham City Council - Internal Social Care Workforce Strategy - Nottingham City Adult Social Care Strategy: Better Lives Better Outcomes - https://www.nottinghamcity.gov.uk/media/g1rnhluk/better-lives-strategy.pdf - Nottingham City Council Strategic Council Plan - https://www.nottinghamcity.gov.uk/your-council/about-the-council/strategic-council-plan-2024-27/	

Slide 29

AG1

Not sure we need to reference all of these strategies?

Amy Groom, 2024-08-20T15:19:16.488