



Telford & Wrekin
Co-operative Council

Protect, care and invest
to create a better borough

Adult Social Care Workforce Strategy

2026/2027 to 2028/2029

Our Adult Social Care Workforce Strategy

Our Adult Social Care Strategy is aligned with our Council Plan 2024/2025 – 2026/2027 which sets out what we need to do and how we are going to do it to:

“Protect, care and invest to create a better borough”. Our priorities ensure that:

- Every child, young person and adult lives well in their community
- Everyone feels the benefit from a thriving economy
- All neighbourhoods are a great place to live
- Our natural environment is protected – we take a leading role in addressing the climate emergency
- We are a community-focused innovative council providing effective, efficient and quality service



OUR ACHIEVEMENTS



Adult Social Care
rated as
Good
by CQC



Co-produced
Carers strategy
published
Prioritising support to unpaid carers
in Tetford and Wrekin



My Options Shared Lives
(Adult Placement) service has been
rated as **Outstanding** by CQC,
all other My Options services
rated Good



Co-production
working in partnership
with people who use
Adult Social Care



Digital excellence
91% of care providers
have implemented digital
social care planning solutions
with our support



The number of people who
reported adult social care
impacted positively
on their life is in the
top 10%
nationally



Fliss Mercer
Executive Director – Adult Social Care



Clare Hall-Salter
Director – Adult Social Care

“As Director and Executive Director, we are proud to introduce this Adult Social Care Workforce Strategy, which sets out our shared vision, ambitions and commitments to the people who form the backbone of our services.

“Our workforce is our greatest asset. Every day, colleagues across Adult Social Care demonstrate professionalism, compassion, and resilience – supporting individuals and communities to live with dignity, independence and choice. This strategy recognises the critical contribution of our workforce and reinforces our commitment to supporting, developing and valuing them now and in the future.

“We are operating in a complex and changing environment. Demand for services continues to grow, expectations are

evolving, and the sector faces ongoing challenges in recruitment, retention, and workforce sustainability. At the same time, there are significant opportunities to innovate, strengthen partnerships, and build a more skilled, diverse and resilient workforce.

“This strategy sets out how we will respond to these challenges and opportunities. It focuses on key priorities including attracting and retaining talented people, investing in skills and career development, promoting wellbeing and inclusion, and ensuring our workforce is equipped to deliver high-quality, person-centred care.

“Central to our approach is a commitment to working collaboratively – with our staff, partners, providers and the communities we serve. By listening to the experiences of our workforce and acting on what matters most to them, we aim to create a positive and supportive environment where people are empowered to thrive.

“We recognise that delivering this strategy will require sustained effort, strong leadership and a shared sense of purpose. Together, we will build a workforce that is adaptable, confident, and equipped to meet the needs of today and the future.

“We thank all those who contribute to Adult Social Care and look forward to working together to deliver this strategy and make a lasting difference to the lives of those we support.”



Feedback obtained from staff surveys 2025

“I think the staff in Adult Social Care have a wealth of knowledge”

“I’m proud to say I work for Telford & Wrekin Council, I feel valued and I love my job”

“I’m providing care within our service to support customers who need it most and helping them become more independent and confident in their own abilities!!

Each day is a chance to do something different and make a difference”

Telford & Wrekin Council ASC workforce and priorities

Our Adult Social Care (ASC) workforce will work together to actualise our ASC Strategy 2026/2027 priorities.

Working together with people, key partners and communities to enable people to live well and independently in Telford and Wrekin (T&W).

Our priorities are to:

- 1. Provide early information and advice to enable people to help themselves**
- 2. Enable people to live independently in their own homes for longer**
- 3. Support people with care and support needs to live a life free from abuse**
- 4. Work in partnership with people, communities and partners**
- 5. Work with care providers to develop a quality sustainable care market**



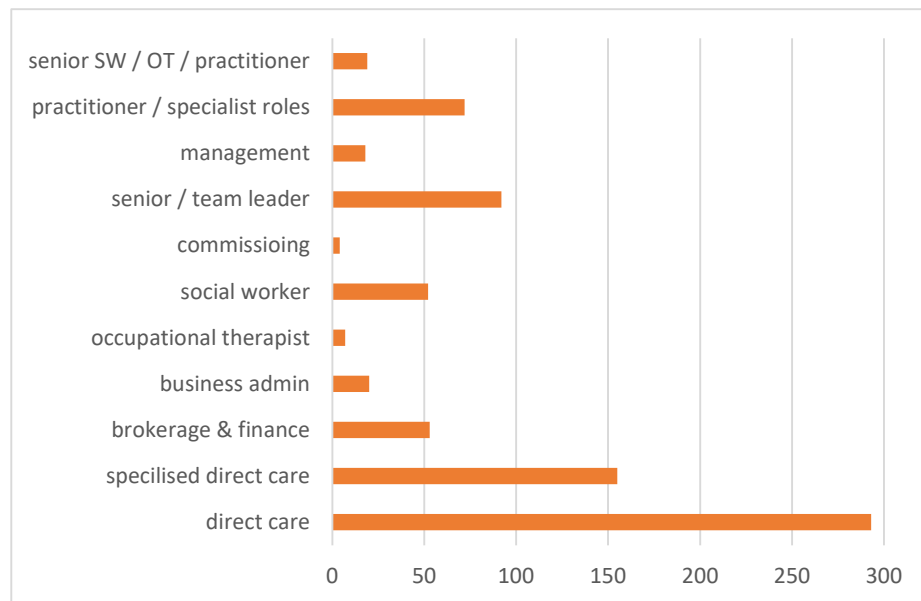
Some of the areas included within our directorate are:

- My Options
- Safeguarding
- Assurance, Transformation and Financial Management
- Prevention, Independence, Older People, Disability and family connect
- Autism, Learning Disability and Mental Health Community Social Work
- Place Based Commissioning, Procurement and Provider Quality Monitoring
- Principle Social Worker, Principle Occupational Therapist
- Admission Avoidance, Hospital and Discharge
- Making Prevention Real

ASC is a huge area employing over 760 staff, delivering a service to 4,323 residents of Telford in 2024/2025.

There are over 145 job roles involved in this area such as:

Social Work, Finance, Care Work, Commissioning, Business Admin, Digital, Care Specialists, Regulation and Quality Monitoring, Senior and Management, Health and NHS, Occupational Therapy, Service Delivery, Safeguarding, Assessors and more.



ASC has a 47% share of the whole Council budget as of 2025-2026.

ASC has experienced budget pressures in recent years driven by demographic shifts like increased life expectancy, complex health needs including increased disability related care needs and dementia, and population growth.



Telford and Wrekin has seen a 62% rise in residents over 85, compared to a 43% national increase over the past decade.

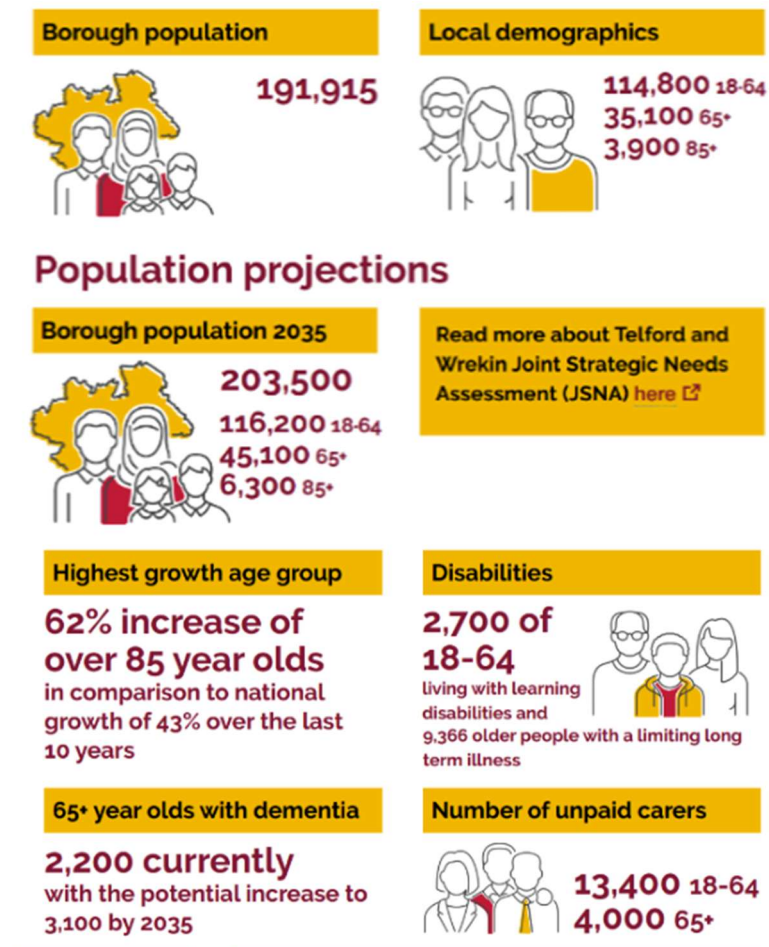
Rising demand for mental health and autism services, diagnostic and assessment services and hospital discharge creates further strains on resources across the authority.

We must ensure our services and workforce represent these needs and support delivering effective, efficient and quality services that align with our Council values and are achievement-focused, aligning with the person-centred, community-focused care, as per Care Act 2014, New Mental Health Bill 2024, and other legislative and regulatory requirements.

Care work into the future is changing and will require a workforce which has differing skills and interacts more closely with NHS careers.

We need to ensure we attract and retain skilled ASC workers such as Social Workers, Occupational Therapists, Nurses in Social Care and specialised roles in Technology, AI, complex health care, mental health, Positive Behaviour Support (PBS) and more.

We need to ensure all our ASC workforce are trained in the skills and expertise required and focus on development in all roles, from direct care to management.



*Understanding our demands - data sourced from
Joint Market Position statement for ASC
in Telford and Wrekin 2025- 2029*

To maximise impact and efficiency, it is essential that we strengthen collaborative working across other Council directorates.

This will help ensure that we are making the best use of available resources, embracing opportunities, and sharing knowledge, particularly in areas such as technological innovation and support and care needs.

Please see link for up-to-date population data: [JSNA Telford Population Headlines](#)



Protect, care and invest
to create a better borough



Sara Podmore
Head of Service (My Options)

“Investing in our people is fundamental to delivering a strong and sustainable workforce strategy.

“By prioritising staff wellbeing, continuous training, and personal development, we create an environment where colleagues feel valued, supported, and empowered to grow.

“When our people thrive, they are better equipped to deliver outstanding outcomes for those we support and the organisation as a whole.”



National strategy

The **Skills for Care Workforce Strategy 25** states:

“Social care is part of the solution in achieving the Government’s three mission shifts in health – from analogue to digital, hospital to community, and from sickness to prevention.

“The Workforce Strategy aims to make sure that – over the 15-year period it covers – there are enough people working in social care with the right training, skills, qualifications and pay to meet the changing and increasing needs of our population, whilst ensuring that people working in social care feel valued for the work they do.”

Skills for Care predicts that our employment needs in ASC will increase by 27% by 2040 due to population growth and an aging population, that the shape of care is changing with more focus on personalisation, prevention and wellbeing and that the shape of work is changing with people wanting more purpose and flexibility in their working life and education and technology is progressing and changing.



This ASC Workforce Strategy must seek to align with the newly launched Government NHS Social Care Reform, aiming to standardise structures in ASC and NHS and create a new National Care Service alongside standards and qualifications, to include technology, integrated digital systems, and Fair Pay. £9 billion of funding will be released to meet priorities of sickness to prevention and hospital to community care and service improvements. This will ensure social care and NHS are working collaboratively towards NHS priorities, supporting Governments drive to get Britain Working, to break down barriers to opportunity, increasing ASC contribution to the economy which currently stands at £68.1 billion, supports carers with their caring responsibilities whilst meaning carers can carry on with their working lives which is imperative as ASC relies heavily on carers and unpaid carers.

Skills for Care priorities fall into three main categories:

1. To make sure ASC can compete in a competitive employment market by actualisation of the fair pay agreements and employer rights.
2. To make sure ASC is an attractive, career of choice with the development of career and development pathways, focusing on skills needed moving forward such as technological skills.
3. That it is a legislative requirement for ASC services to have a Workforce Strategy describing the system in place for assessing and meeting the workforce needs of the service.

This Strategy will be of dual focus, not only supporting internal ASC staff, but supporting the Care Sector throughout Telford and Wrekin, ensuring collaborative working that builds a workforce fit for the future, both in-house but also across Telford and Wrekin.

Collaboration should include Shropshire, Telford & Wrekin Integrated Care Systems, Providers, Micro providers, Care Quality Commission (CQC) and regulators, and workforce support networks such as unions.



Our workforce priority actions

Priority 1

Ensure ASC services in Telford and Wrekin are safe, caring, responsive, effective, well led and are future fit.

Priority 2

Telford and Wrekin ASC workforce will have the skills, knowledge and capabilities to provide high-quality support to those who draw on our services now and into the future.

Priority 3

Have a workforce that is inclusive and representative of who we support and residents of Telford and Wrekin.

Priority 4

Telford and Wrekin ASC workforce is happy, healthy with high morale resulting in effective recruitment, high retention, with a workforce that is resilient and flexible to change.

Priority 5

Closer working with our internal and external partners and commissioned providers within Telford and Wrekin Authority.

Priority 1

Ensure Adult Social Care services in Telford and Wrekin are safe, caring, responsive, effective, well led and are future fit.

The Care Quality Commission (CQC) now has the statutory duty to assess how local authorities in England deliver their adult social care responsibilities under part 1 of the Care Act 2014.

Purpose of CQC assessments:

- Provide independent assurance about the quality of care in local areas
- Evaluate how well local authorities meet their statutory duties



- Support continuous improvement in adult social care services
- Enable the Secretary of State for Health and Social Care to intervene if a local authority fails to meet its duties

CQC sets clear expectations for adult social care workforce in England, primarily Regulations 18: staffing under the Health and Social Care Act 2008.

Key expectations:

- Staffing level and competence
- Training and development
- Professional standard
- Regulatory action

CQC also emphasises equality, diversity, human rights and culturally appropriate care as part of workforce expectations.

The CQC report on Telford & Wrekin Council highlights a broadly positive picture of the workforce, particularly in relation to leadership, culture, and collaborative working. It notes that there is **“strong leadership and a culture of transparency and learning,”** with staff supported by innovative approaches to co production, engagement and inclusion embedded in practice.

Frontline teams were described as **working effectively with partners to improve outcomes for people**, especially around hospital discharge and reablement, demonstrating a skilled and

collaborative workforce. In addition, the flexible use and realignment of frontline teams was **recognised as helping to improve waiting lists and service delivery**, reflecting a workforce that is adaptable and responsive to local needs.

Overall, the CQC findings indicate that despite system pressures, the workforce is well-led, partnership-focused, and committed to continuous improvement.

[Link: Telford and Wrekin Council: local authority assessment - Care Quality Commission](#)



Telford & Wrekin Council has been rated as **Good** by the CQC.

We also operate our own in-house care and support services, My Options, which are CQC regulated.

Our Community Support Team has received a **Good** rating, while our Shared Lives Scheme has been rated **Outstanding**.

Our Octavia Court Service has also gained an **Outstanding** rating.

This shows consistently strong performance and reports across the services.



Charlotte Hambleton
Principal Social Worker – ASC

“As Principal Social Worker, my role is to support the delivery and implementation of a strengths-based workforce strategy by embedding robust quality assurance processes, continuous learning, and a culture that prioritises staff wellbeing to create the conditions that enable a

confident, skilled, and resilient workforce to deliver outstanding practice and outcomes for people accessing Adult Social Care.”

What we are already doing and need to continue and develop

- ✓ Building **a stable, skilled workforce** through targeted recruitment and enhancing retention.
- ✓ Using CQC **feedback as an opportunity** to improve quality, strengthen our reputation, and demonstrate accountability.

- ✓ **Closing training gaps** and deepening understanding of regulatory expectations to empower staff and improve outcomes.
- ✓ Ensure all practitioners and staff are trained and **embedding Care Act responsibilities in day-to-day practice**, fostering a culture of continuous improvement and transparency.
- ✓ **Addressing systemic challenges proactively** to ensure consistent, high quality service delivery.
- ✓ **Enhancing our capacity** to meet all statutory duties reliably and effectively.
- ✓ **Engage** with people receiving care, families, carers and minority communities to ensure equitable access to services and support outside formal consultations and improve communications.
- ✓ Improve **data systems** and record keeping.
- ✓ Strengthen **safeguarding and DOLS practice** whilst aiming to support positive risk, where appropriate.

Telford & Wrekin must continue to ensure its Adult Social Care services and workforce are strong, well trained, and resilient so they can meet CQC expectations and continue providing safe, effective, and high-quality care now and in the future.

Priority actions

- Develop the **local care market** further and increase employment opportunities for people with learning disabilities.
- Focus on the use of **direct payments** to give people greater choice and control over their care and life choices.
- Continue to focus on **co-production**, increase diverse representation and strengthen **lived experience engagement**.



Key success measures

Increase the % of **good and outstanding** quality audits.

Achieve a **good or outstanding** rating for the CQC Quality Statement for Learning, Improvement and Innovation.

Increase the **overall satisfaction of people who use services** with their care and support (Adult Social Care Survey 2026/27).

Priority 2

Telford and Wrekin Adult Social Care workforce will have the skills, knowledge and capabilities to provide high quality support to those who draw on our services now and into the future.

Learning and development are important in social care to give people the skills they need in their roles.

People with a relevant social care qualification have a significantly lower turnover rate (26.5%, as opposed to 37% for those holding no relevant qualifications), while those receiving regular training in their role also have a lower turnover rate (31.6%) than those who do not (40.6%). Skills for Care (2023/2024), The State of the Adult Social Care Sector and Workforce in England.

Everyone working in social care should have the chance to develop, learn and grow in their role. Learning and development support good quality social care and retention.

Janet Ellis

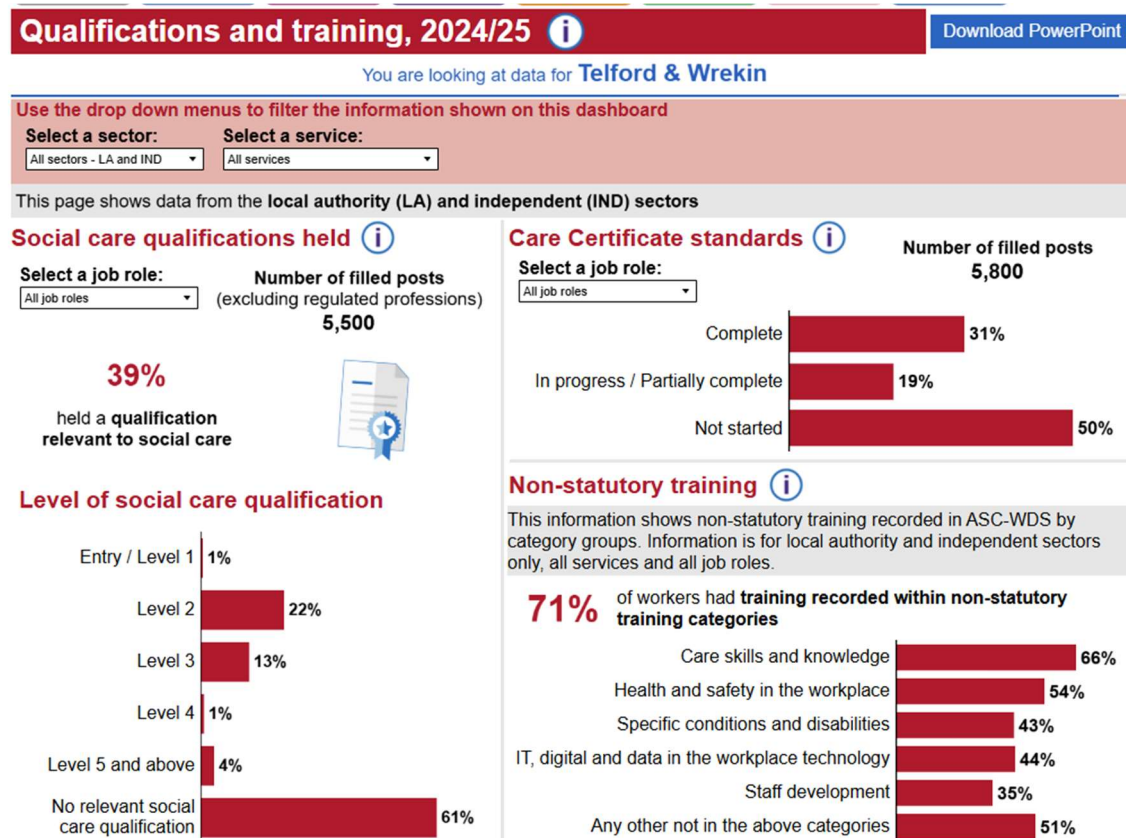
“I am currently working as an Adult Practitioner within the Adults with Learning Disabilities and Autism team, a role I have held for the past three years. Alongside this, I am partway through my PGDip in Social Work, which is enabling me to develop the knowledge, skills and professional confidence required to qualify as a registered social worker within adult social care.



“Undertaking the PGDip has already had a positive impact on my practice. It has strengthened my understanding of legislation, theory and person-centred approaches, and enhanced my ability to apply critical reflection in my day-to-day work. This has supported me to work more effectively with individuals, promote independence, and contribute to more robust assessments and care planning.

“Telford and Wrekin have been highly supportive throughout my learning journey, supporting my application to the programme and enabling me to attend university. They have also facilitated valuable placement opportunities, including my current 90-day placement, which is broadening my experience across different teams and developing the depth of my practice. I am well supported through a dedicated work-based supervisor, a practice educator, and colleagues within both my placement and substantive team. In the longer term, I aspire to progress within the profession and become a Practice Educator, supporting the development of future social workers.”

Skills for Care Telford & Wrekin qualification data in ASC 2024/2025





Samantha Bushell, Senior Enablement Worker, shares her experience and the many benefits of undertaking an apprenticeship. Sam is completing a Level 4 Lead Practitioner in Adult Care apprenticeship alongside her role as Senior Enablement Worker within Adult Social Care, demonstrating how professional development can strengthen both individual careers and the vital services we provide.

Link to full story: [\(2\) Viva Engage - Conversation](#)

What we are already doing and need to continue and develop

- ✓ Enhancing the quality of care by building on good practice and strengthening knowledge and skills to ensure safe, confident delivery meeting and exceeding CQC standards.
- ✓ Foster a learning culture that promotes reflection, innovation, and continuous improvement.
- ✓ Streamline statutory and mandatory training to ensure efficiency and compliance.
- ✓ Maintain and protect funding for workforce development.

- ✓ Invest in the development of social workers, including structured career pathways and leadership opportunities.
- ✓ Expand access to apprenticeships across ASC roles.
- ✓ Embed induction programme for all new staff to ensure a confident and competent start. Our ASC Induction Plan incorporates the corporate induction plan, and supports more specialist introduction to ASC ethos, policy, processes and teams.
- ✓ Provide ongoing supervision and regular competency assessments to maintain high standards of practice.
- ✓ Deliver continuous professional development (CPD) opportunities tailored to evolving service needs.
- ✓ Carrying out an annual APPD to identify personalised learning and development opportunities in line with service priorities and employee's career aspirations.
- ✓ Continue to support the ASC leadership team to undertake leadership development, including in-house Leadership Forums, management programmes and qualifications, and other opportunities, such as the NHS High Potential Scheme.

In order to deliver high-quality, safe and sustainable social care, Telford and Wrekin must continue to invest in continuous learning, development and professional growth for its workforce.

Priority actions

- Supporting staff in their roles is always essential to promote staff **resilience and well-being**. Due to the nature of working in adult social care this sometimes can be more than enhancing the service and may require **a more personalised approach** to a staff member.
- Invest and ensure access and expand **high-quality, accredited training** across all ASC workforce appropriate to their role and service development needs, including:
 - a. Higher education programmes focused on social care and the Care Act
 - b. Social Work Progression Framework to support career advancement
 - c. ASYE (Assessed and Supported Year in Employment) Development Programme
 - d. Practice Week CPD opportunities
 - e. Annual training calendar delivered in partnership with Joint Training | Shropshire Council
 - f. Strengthen training on Mental Capacity, DOLS, Safeguarding and Direct Payments
 - g. Ensure all staff have digital skills required for future service delivery, to include AI, Copilot and Beam Notes

- h. Skills required for future demand around people with dementia and the increase in need
- i. Involve Experts by Experience in the co-production and delivery of bespoke training programmes.



Key success measures

Ensure all employees complete **essential learning** and all new employees complete **corporate and ASC induction training**.

Increase the % of employees who have an **APPD** at least annually.

Increase the % of employees undertaking **apprenticeships, additional qualifications and moving through the career progression framework**.

Priority 3

Adult Social Care workforce that is inclusive and representative of our residents of Telford & Wrekin and who we support

Equality, diversity and inclusion (EDI) are vital for a thriving social care workforce and good quality social care.

Adult Social Care (ASC) Strategy 2026/2027 states:

“We work with people and those important to them to support people to live a fulfilling life, where they are able to realise their potential and contribute to their local community”

Recognising and celebrating the unique diversity and value of our staff fosters a positive and inclusive culture.

By embracing and honouring our individual identities and protected characteristics, we create an environment where everyone feels seen, respected, and empowered to thrive. This inclusive approach not only strengthens our teams but also ensures the people we support feel valued and accepted.

In ASC, our commitment to inclusivity and equality is one of our greatest strengths.

Our workforce must lead by example, championing diversity, promoting equity, and supporting individuals to overcome challenges and reach their full potential. Our workforce is diverse and reflective of our local Borough, however the percentage of ASC employees who have a disability, who are male, and from younger age groups is lower than the population as a whole.

As a Council we are part of NHS Workforce, Race, Equality Standard (WRES), which aims to ensure employees from ethnic minority backgrounds have equal access to career opportunities and receive fair treatment in the workplace and support NHS and local authorities to make the necessary structural and cultural changes needed to advance workforce race equality.

“WRES is driving positive change by helping us listen deeply to our workforce, reflect honestly on inequality, and work together to build stronger circles of support where staff feel safe, valued and able to thrive.” (WRES)

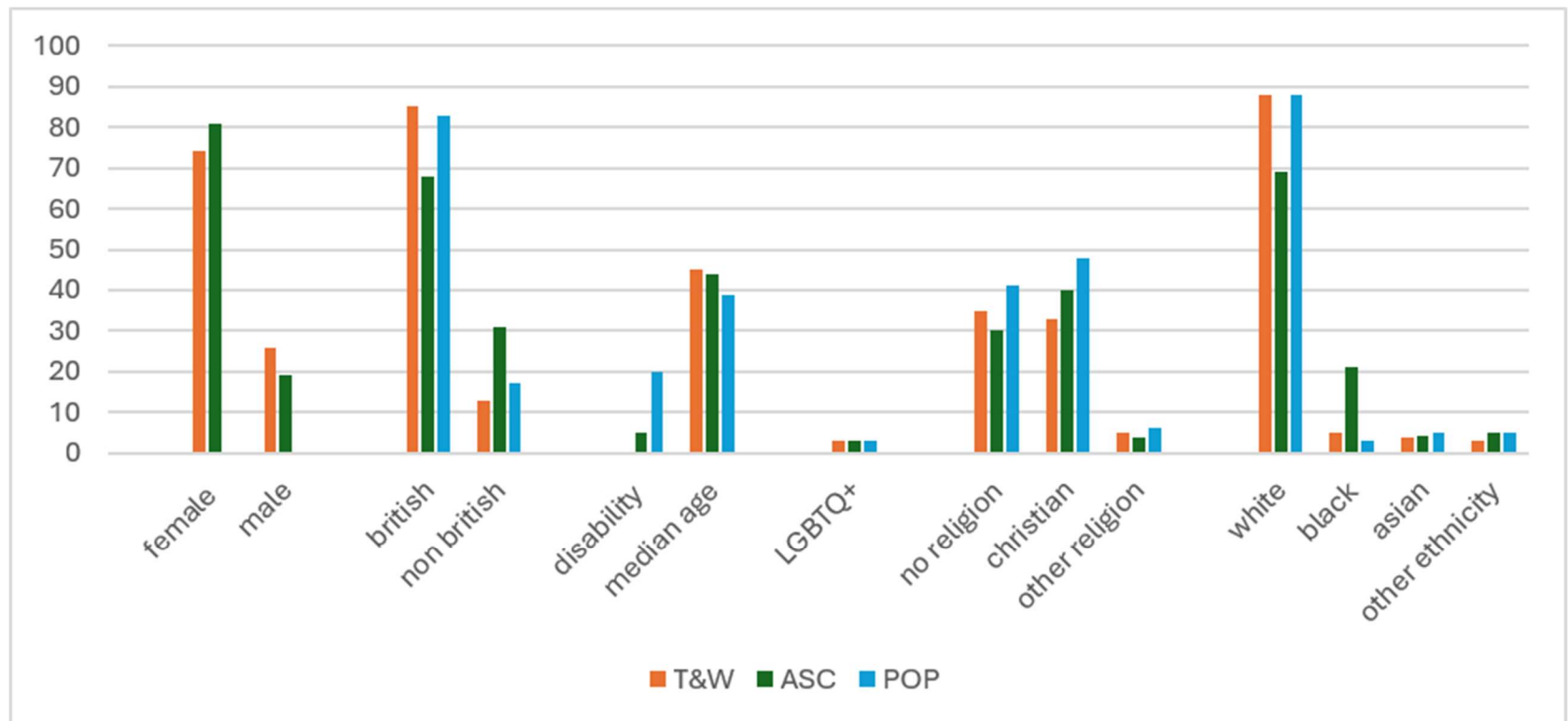
[Link: Workforce Race Equality Standard report published | NHS Employers](#)

Our Equality & Diversity Strategy sets out our commitment to support our workforce, with key areas of focus including:

- becoming a more **diverse and inclusive** employer
- ensuring all our employees will have **opportunities to be heard** and inform what we do as an organisation ensuring our learning and development offer enables our workforce to have the awareness, knowledge and understanding of equality and diversity.

Our ASC workforce

Data correct as of June 2026





Neil Hammond
Making Prevention Real
Programme Officer

“Co-chairing the Disability Employee Group has been a genuinely valuable experience, both professionally and personally.

“It has given me the opportunity to help shape meaningful change across the organisation, from contributing to the development of our Disability Policy and reasonable adjustment guidance, to supporting accessibility improvements and raising the visibility of disability across the workforce.

“On a personal level, it has strengthened my confidence in influencing strategic level change and reinforced the importance of creating safe spaces where colleagues feel heard and supported.

“It has been rewarding to play a role in ensuring that lived experience informs decision-making and contributes to a more inclusive working environment for all.”

Our workforce feedback

79% think that we are **committed to equality, diversity and inclusion**

82% think that we **respect employees** regardless of their ethnicity, sexuality, religion or disabilities

Feedback obtained from staff surveys 2025

Please see link to video for more information on staff-led groups:

[Staff-led network video](#)

Our employee-led safe space <u>EDI</u> groups				
Race Equality	Neurodiversity	Disability	Armed Forces	Grief First Aiders
Domestic Abuse	Menopause	Inclusive Recruitment	Mental Health First Aiders	LGBTQ+



Emma Morgan, Workforce Development Facilitator – Neurodiversity staff-led group

“I had the opportunity to attend this group both as an ally and as someone with a neurodiversity, and I truly value being part of such a supportive community.

“It gave me the chance to connect with like-minded colleagues and take part in meaningful discussions about what it is like to live and work as a neurodiverse person. Through collaborating with

others in the group, I was able to co-produce a piece of work focused on staff sensory preferences. This was shared with the wider Council and is now live, helping to shape how we support staff with different sensory needs. This is something I’m proud to have contributed to as a member of this group”



Rob Wilson, Equality, Diversity & Inclusion Officer and Inclusive Recruitment Champion

More details: [Our employee-led groups and employee information and support groups](#)

What our workforce wants

- More **support and policies** on neurodivergence.
- More disability at work **reasonable adjustments**.
- **Fairness and opportunities for development** for all.
- More **support** for mental health and wellbeing and **acceptance** of the impact this may have on people at work.
- **Safe spaces** for employers to discuss and raise concerns.

What we are already doing and need to continue and develop

- ✓ Building a more sustainable and balanced recruitment approach as our Borough becomes more diverse, helping us strengthen long term workforce stability and continue valuing diversity in new ways.
- ✓ Ensure we promote our staff to access support and guidance as per policies such as Disability Policy, Anti Racism Policy, Sensory Preferences guidance and Assistive Technology guidance.

- ✓ Celebrating the strong diversity present in some ASC areas and using this as a foundation to expand inclusion and representation across all services.
- ✓ Work with T&W Inclusive Recruitment Champions and EDI groups to improve the diversity of recruitment outcomes and benefit from the knowledge and lived experience.
- ✓ Leveraging the experience of our ageing workforce and implementing succession plans to inspire and attract younger people into rewarding careers in care.
- ✓ Foster and lead a culture of inclusivity, learning, and development that reflects and values our diverse organisation.
- ✓ Continue to champion diversity by recognising and celebrating a wide range of religious and cultural events throughout the year.



- ✓ Encourage and support staff in ASC to actively participate in and promote employee-led inclusion groups, ensuring all voices are heard and represented, fostering a culture of allyship.
- ✓ Delivering the WRES action plan approved June 2026.
- ✓ Ensure that all ASC employees complete EDI and unconscious bias training.



Adult Social Care is committed to building an inclusive, diverse and representative workforce, one that reflects the communities of Telford and Wrekin and ensures all staff feel valued, supported, and empowered to thrive.

Priority actions

- Regularly **review policies and practices and implement new ones** in Neurodivergence and Mental Health, to identify and remove barriers to recruitment, training and development, and progression.
- **Promote careers in ASC to younger generations**, recognising that a more diverse youth population can enhance equality and support recruitment efforts.
- Build a **workforce that mirrors the diversity of our communities**, with a focus on increasing representation of men, younger individuals, and people with disabilities.



Key success measures

Increase the % of employees in ASC who agree that the Council is committed to equality, diversion and inclusion (Employee Survey – 2026).

Increase the % of under-represented groups (younger employees, men and people with a disability) in the ASC workforce.

Implement the **WRES action plan**, improving the outcome measures in the WRES report for 2026/27.

Priority 4

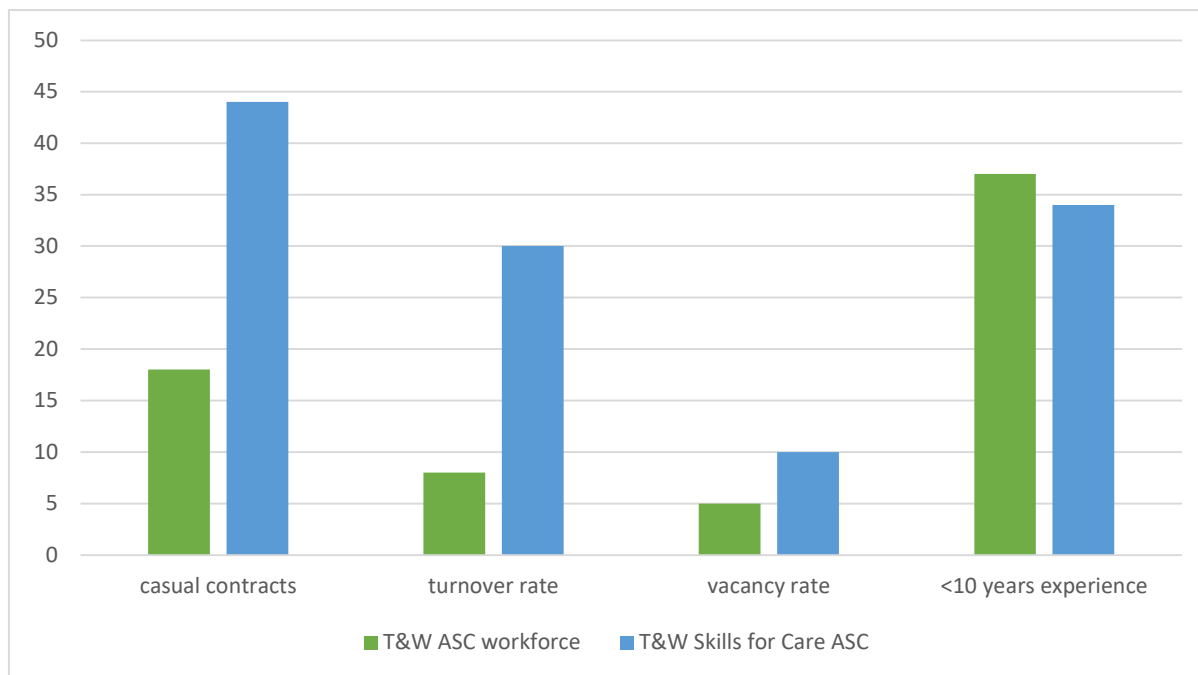
Telford and Wrekin ASC workforce is happy, healthy with high morale resulting in effective recruitment, high retention, with a workforce that is resilient and flexible to change.

A workforce that feels happy, healthy, and genuinely valued is the foundation of excellence in Adult Social Care (ASC).

When staff are supported in their wellbeing and recognised for their contributions, they are more engaged, motivated, and empowered to deliver high-quality, compassionate care. This positive culture not only enhances individual performance but also strengthens teamwork, innovation, and the overall effectiveness of our services, ensuring the best possible outcomes for the people we support.

Telford & Wrekin (T&W) Workforce Strategy 2024 states:

“We strive to be an employer of choice, to grow and retain a talented workforce, creating a working culture which reflects the Council’s values, where employees feel proud to work within the Council, that they feel valued, listened to and supported as individuals.”



Data correct as of Feb 2026

Retaining and growing a skilled and motivated workforce leads to significant cost savings and greater efficiency. When employees stay, they build experience, collaborate more effectively, and contribute to a consistent, high-performing team. This stability enables teams to manage higher workloads with confidence and resilience.

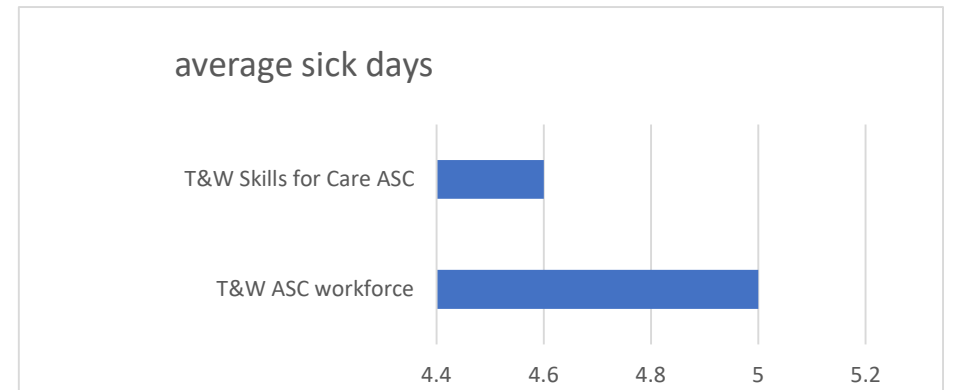
In a time of increasing service demand and financial pressures, a thriving, cohesive workforce is essential to maintaining quality and meeting the needs of our communities.

Forecasts showing a 27% increase in ASC workforce needs by 2040 highlight a significant opportunity to expand the sector, attract new talent, and develop a stronger, future ready workforce.

ASC continues to be a highly dynamic and fast paced area, offering opportunities to strengthen resilience, innovate, and redesign services as demand grows and resources tighten.

We feed into the Employer Standards Health Check. This survey is designed to better understand the experience of social workers, occupational therapists and non-registered social care professionals. This promotes reflective practice and wellbeing in the sector. This information gathered is used to analyse workplace experiences and used to implement support and wellbeing initiatives.

[Link to Employer standards health check | Local Government Association](#)



Data correct as of Feb 2026

Our workforce feedback

“I think the level of support offered by the Council as an employer is excellent.”

82% said ‘the people in my team work together to find ways to improve the service we provide’

89% said ‘my work gives me a sense of personal accomplishment’

Feedback obtained from staff surveys 2025



Kimberley Bailey, Assurance and Integrated Support Officer

“I have to admit I was initially sceptical about the menopause support group and thought it might not be for me. However, it turned out to be very different from what I expected – a supportive, positive and non-judgemental space with informative, themed sessions.

“I felt able to contribute and, importantly, listened to and accepted. It made a real difference, helping me realise I’m not alone and that others share similar experiences. It also supported me to make positive changes to my habits and thinking, in a way that felt safe and manageable. I would highly recommend it to anyone who is struggling with menopause.”

What our workforce wants

- More **flexible working** options.
- More **support for mental wellbeing** due to work pressures being common in ASC.
- Less use of **casual** and **agency workers**.

- More **collaboration** and **coproduction** within the workforce.
- Good work being rewarded and **to feel acknowledged and valued** regardless of job role or pay grade.

What we are already doing and need to continue and develop

- ✓ New Employment Rights Bill changes will help create a fairer, more supportive working environment ensuring staff wellbeing, stability, and retention.
- ✓ Continue progressing toward a Fair Pay Agreement provides momentum for creating clearer career pathways and improving pay fairness. Skills for Care research shows that investing in professionalisation and aligned pay not only retains experienced staff and attracts skilled workers but also generates substantial returns with every £1 spent on wages delivering an estimated £2.50 in wider system benefits, including better recruitment, improved prevention, discharge efficiency, and increased service capacity. T&W operates as a real living wage employer, being committed to benchmarking pay and applying market factors to remain competitive.

- ✓ Our sickness policy supports our commitment to building a healthy, resilient and well cared for workforce. We actively promote a culture where employees prioritise their wellbeing and feel confident taking the time they need to recover fully.
- ✓ Invest in wellbeing by providing access to our wellbeing offer that help colleagues remain healthy, sustain performance and return to work safely. Upon return, every employee is welcomed back through a supportive conversation that focuses on their needs, reinforcing our commitment to staff wellbeing.
- ✓ Enhance our ASC staff celebration events and build and lead a T&W and Borough-wide workforce culture that celebrates the achievements of individuals and teams across ASC, making ASC in Telford a recognised and attractive place to work. Regularly highlight and acknowledge successes through platforms such as the ASC newsletter, reinforcing a culture of appreciation and pride.
- ✓ Promote and expand the Employee Wellbeing Offer and benefits package, introducing additional physical and mental health initiatives, as well as team-building activities to strengthen staff morale and resilience.
- ✓ Reduce reliance on casual and agency contracts. We have dedicated recruitment pages for ASC on the Council's Website to promote our offer to applicants.
- ✓ Ensure fair and manageable workloads across ASC, considering workload intensity and promoting regular

supervision, debriefs, reflective practice, and continuous learning within APPD framework.

- ✓ Increase feedback and learning of and from the Employer Standards Health Check.
- ✓ ASC employee forums and other communication sessions such as twice yearly in-person events and monthly virtual communication sessions.
- ✓ Continue to record and recognise all compliments feedback, which is routinely shared with the DASS and Executive Director, who personally thank employees for the positive feedback received. ASC also actively participates in the Council's internal annual employee awards and puts forward employees for external awards and recognition e.g. BASW amazing social worker nominations.



Priority actions

- **Align recruitment and marketing campaigns with current and future workforce needs** in collaboration with providers, college career pathways and NHS, ensuring we attract the right talent to meet growing service demands in all the different areas of ASC, ensuring we attract diverse, multiskilled workforce and ASC is a career of choice.
- Develop **employee wellbeing profiles** to better understand and respond to individual wellbeing, accessibility, and learning needs, ensuring every team member is supported to thrive.
- Develop **service, team and individual stress audits** in line with new Stress & Resilience Policy.

A happy, healthy, and well-supported ASC workforce is essential for delivering high-quality services, retaining skilled staff, and building a resilient, valued, and collaborative workforce for the future.

Key success measures

Reduce **short and long-term sickness absence** in ASC.

Reduce **turnover** of the ASC workforce and the **use of agency staff** in ASC.

Increase the **% of employees in ASC who agree that they feel valued** for the work they do (Employee Survey – 2026).

Ensure all team **stress audits completed annually** to increase the % of employees who agree that they are able to manage their stress levels (Employee Survey – 2026).

Priority 5

Closer working with our internal and external partners and commissioned providers within Telford & Wrekin Council Local Authority.

Adult Social Care (ASC) within Telford & Wrekin (T&W) Council represents a relatively small portion of the broader ASC market across the Borough. As such, strong partnership working and robust quality monitoring, both within the council and with external providers, are essential to ensuring consistent, high-quality care across the sector and T&W Borough.

We must work together to uphold the principles and requirements of the Care Act, ensuring that our approach is joined-up, inclusive, community based and focused on delivering the best outcomes for those we support, ensuring care prevention and a strengths-based approach.

The number of services delivering ASC across the country has grown by 14% since 2012 meaning we need to ensure our services and workforce development aligns with future requirements across the Borough and increasing demand. T&W has a large, younger urban population with some rural areas.

The Integrated Care Board (ICB) is a partnership of NHS and local government organisations, alongside independent and

voluntary sector groups, working closely to transform health and care services to deliver world class care which meets current and future needs of our rural and urban populations.

These are their aims:

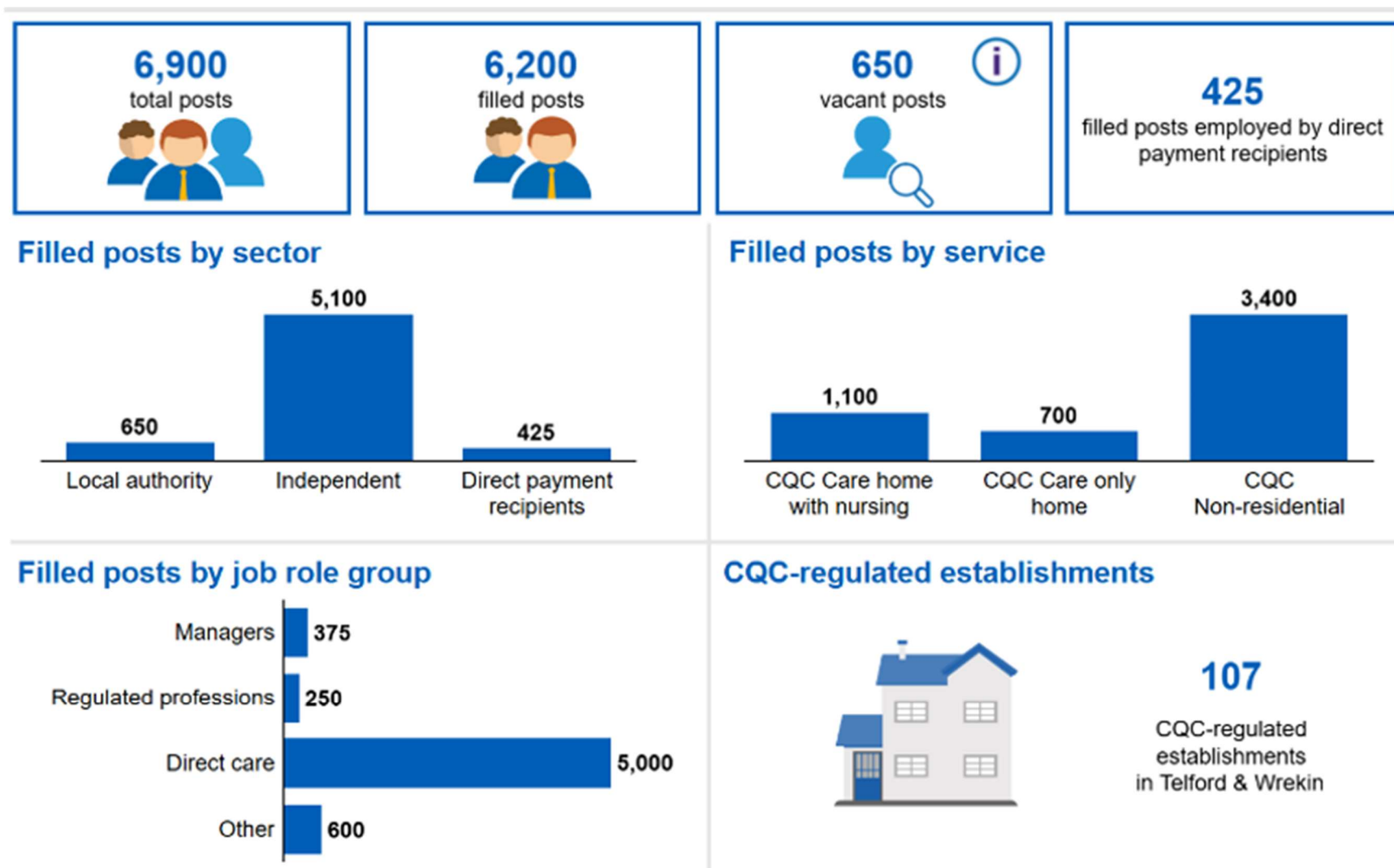
Together as one, we want to transform the health and care across Shropshire, Telford & Wrekin by:

- Providing a greater emphasis on prevention and self-care
- Helping people to stay at home with the right support with fewer people needing to go into hospital
- Giving people better health information and making sure everyone gets the same high-quality care
- Utilising developing technologies to fuel innovation, supporting people to stay independent and manage their conditions
- Attracting, developing and retaining world class staff
- Involving and engaging our staff, local partners, carers, the voluntary sector and residents in the planning and shaping of future services
- Developing an environmentally friendly health and care system



Shape of care in Telford and Wrekin

Data correct as of Feb 2026



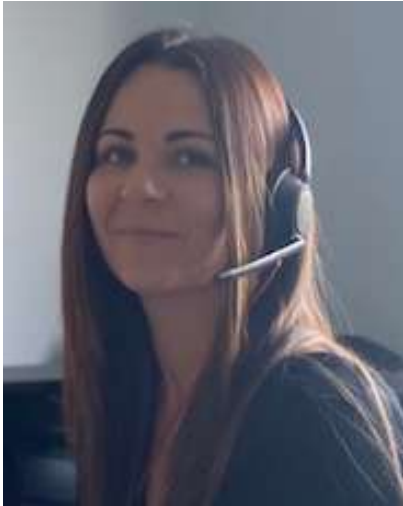
Co-production

T&W currently work with approximately 56 experts by experience across our Making it Real Board and Partnership Boards and will be launching an expert by experience recruitment drive to improve the diversity of voices.

T&W are keen to improve the voice of the global majority. This needs to be expanded to include external care providers across the Borough.

Link for more information on Co-Production and groups and support available: [Telford & Wrekin Council | Get involved in adult social care](#)





Sarah Poole

“As Co-Production Lead in Adult Social Care, my role is to support the workforce by making sure co-production is part of everyday practice. This means working alongside people with lived experience as equal partners to shape how services are planned and delivered.

“By building strong relationships, creating opportunities to work together, and encouraging shared decisions, I support a culture where learning is shared, voices are valued, and practice is shaped by real experiences.”

What we are already doing and need to continue and develop

- ✓ Improving Service Integration.
- ✓ Opportunities to bring teams and pathways closer together, ensuring more coordinated and seamless support.
- ✓ Work with Carers Partnership Board to deliver the Carers strategy action plan to provide improved resources, support and respite options for unpaid carers.
- ✓ Improve support networks, and innovative care solutions for carers, working alongside Council staff.
- ✓ Work with people, communities, staff and partners to prevent, reduce and delay a person's needs for Adult Social Care services our Making Prevention Real Programme.
- ✓ T&W continues to work in close partnership with Partners in Care, which represents local care providers, ensuring ongoing collaboration and involvement in shaping workforce priorities such as recruitment, retention, and training. This established relationship provides a consistent link between the council and providers, enabling effective information sharing, a clear understanding of sector pressures, and timely responses to emerging issues. Partners in Care is also commissioned to deliver a wide range of training opportunities. This continued joint approach supports the stability of the local care workforce while further developing a resilient and sustainable care sector.
- ✓ Through enhanced international recruitment funding from West Midlands Association of Directors of Adult Social Care (WMADASS), we have developed a strong partnership between Citizens Advice Bureau (CAB) Telford and Partners in Care, offering workforce training, workshops with care providers, and wraparound support

for international recruits. This has also enabled us to successfully deliver recruitment events with local care providers, supporting individuals to secure new sponsorship opportunities within T&W.

- ✓ Working with and supporting partners in Telford on a unified vision towards the 3 mission shifts in health and NHS reforms

Stronger, integrated partnerships across Telford and Wrekin are essential to delivering high quality, preventative, and person-centred Adult Social Care that meets the Borough's current and future needs.

Stacey Norwood
Group Manager ASC

"My role in shaping the workforce strategy has focused on ensuring the care sector workforce is not only sustained but strengthened, recognising their skills, resilience and commitment."



Priority actions

- **Collaborative strategic workforce planning** in all services, including independent sector, to have a **workforce strategy as mandatory**, which is regularly reviewed aligned with service delivery to meet the changing needs of the service.
- **Stable and sustainable services** including external providers to strengthen recruitment and retention of staff. Include the promotion of using the Job Box, Skills Show, Job Centre, local education settings.
- Include **commissioned providers in celebration** events that recognise staff, whilst promoting Social Care Careers across the Borough.



Key success measures

Working in partnership with Partners in Care and local care providers, **reduce the proportion of staff in the formal care workforce in Telford & Wrekin** leaving their role in the past 12 months.

Increase the **% of employees who agree that the Council works together with our communities**, involving people in decisions that affect their lives and listening to take on new ideas (Employee Survey – 2026).

Increase the **number and diversity of experts by experience** available to support co-production.