



Telford & Wrekin  
Co-operative Council

Protect, care and invest  
to create a better borough

# Telford & Wrekin Council Adults Social Care Providers Workforce Position Statement

## January 2024

## **Background**

Adult Social Care is the delivery of a range of activities to support people who have care and support needs, including people living with a disability, a mental health condition, or frailty. These activities range from personal care and enablement delivered within a person's own home or within a residential setting like a care home, to supporting engagement with the wider community and participation in ordinary daily activities. In the Borough of Telford & Wrekin, care and support is delivered by a range of organisations and providers including the Council itself, individual personal assistants, independent and community providers and of course, unpaid carers. Supporting a culturally competent, well trained and dedicated Adult Social Care workforce is a significant priority for Telford & Wrekin Council.

## **Our responsibility**

The Council has a responsibility under the Care Act 2014 to consider how to help foster, enhance and appropriately incentivise this vital workforce to ensure effective, high-quality services, whether employed by private, voluntary or independent organisations. We must ensure that providers are paying staff adequately enough to attract and retain a quality workforce, pay at least in line with national minimum wage legislation as well as encourage the training and development of care workers to at least the standard of the Care Certificate. We also have a responsibility to our residents to ensure that there is a sufficient range of high-quality care provision for people to choose from, offered by a variety of care providers, and that care workers are equipped to deliver this support when and where needed.

## **The Social Care Market in Telford & Wrekin**

There are 84 social care providers who are registered with the Care Quality Commission (CQC) as being based in Telford & Wrekin: 41 residential and nursing care settings and 43 home care providers. All in borough care home settings support Telford residents however 2 of the home care agencies have head offices based in Telford but operate in other areas of the UK.

The home care providers support those living in supported living and extra care schemes and those living at home.

The Council also has its own in house provider service called My Options who deliver care in a learning disability residential care home, through home care in supported living settings, day care and provide personal assistants to adults and support children's play schemes. The Council also manages its own Shared Lives Scheme and is also considering [Home Share](#).

All providers deliver services to people whose care is funded by the Council and to those who pay for their own care, who are often referred to as self-funders. Individuals funded by the Council sometimes choose to arrange their own care and support and are given funds by the Council through

a direct payment to source and pay for this care whether that be from a care provider or employ a personal assistant. The majority of Adult Social Care services in Telford & Wrekin are provided by private companies.

The Council's [Market Position Statement](#) and [Market Sustainability Plan](#) also provide a narrative regarding workforce. The [Specialist and Supported Accommodation Strategy](#) sets out the infrastructure plan for the vulnerable people we support and the workforce plan will consider this as it develops.

The Council is part of the Shropshire Telford & Wrekin Joint Strategic Commissioning Board. One of the priorities of this new board is to support a diverse and sustainable care provider market across the Integrated Care System footprint. The Council will work closely with Shropshire Councils and ICS Colleagues to maximise workforce development outcomes

According to Skills for Care, in 2022/23 the total number of care worker posts in Telford & Wrekin was around 6,700. This included a just under 10% vacancy rate.

The total number of posts has increased by 325 (5%), the number of filled posts has increased by 200 (3%) and the number of vacancies has increased by 125 (22%) from the previous year. A Summary of the adult social care sector and workforce in Telford & Wrekin 2022/23 can be found in **Appendix 1**.

## **Our work so far investing in Carers**

The Council work closely with Partners in Care, Shropshire Telford & Wrekin who are the independent sector's Care Association. Partners in Care offer support, guidance and training to the local workforce. Membership of the Association is also open to Personal Assistants at a reduced rate. The Council gives a grant to Partners in Care as a contribution towards supporting the sector. They are a key partner in helping support quality and development of care services.

The Council's [Job Box](#) team provide key skills training to support those choosing care as a new career. Working alongside our local Department for Work and Pensions (DWP) and Telford Jobcentre Plus, we support providers to have open sessions at the monthly events held in Telford.

Supporting successful International Recruitment is also key to our workforce sufficiency. We are linking providers together who are managing overseas recruitment campaigns so that they can share the learning. We also support displaced international workers into employment through the additional Government funding made available.

Working with Telford College and University of Wolverhampton, we are developing a care career pathway for entry level to nursing or care management. We are also at the early stages of developing an assured assessor model with providers and educators to help carers move into senior carer roles and play a bigger role in the professional pathway support for the people they care for.

The Council's Independent Living centre is the hub for our Micro Providers where they can come together to share information or where anyone interested in becoming a Micro provider, can drop in to see what support is available to them. This is also where prospective personal assistants can get information if they want more than is available on our [Live Well Telford](#) web page.

The Council hold regular provider forums and at least twice a year, join with system colleagues from Shropshire Council and Shropshire Telford & Wrekin Integrated Care System to engage with all providers working across the county of Shropshire. Agenda items include the latest CQC guidance, attrition challenges, bespoke training awareness and more recently an invitation to work with us to design new ways of care delivery to meet the complexity of dementia care and overall specialist need in learning disability and autism care. We are also reviewing different models of community home care such as Relationship-Based Care aiming to give independence back to individuals and maximise time and capacity for providers.

The Council has recognised the need to ensure pay rates are sustainable for care provision and uplifts reach the pay packet of the worker. We are therefore developing a three year plan to create a more consistent and equitable approach. Fee modelling takes into account not just inflationary pressures on wages, but also demand pressures, travel time, and training time and is conducted annually. With a three year forward view this will support, budgetary planning can help ensure greater sustainability of fee rates, and local care providers can see that the Council understands the link between fees and ensuring stability and quality care in the local market.

The Council is leading on the implementation of the Digital Social Care Record for the Shropshire Telford & Wrekin ICS footprint. With 91% of care providers signed up and using DSCR, we are making huge progress to reduce time carers spend filling in forms, increase their own digital skills and giving them more time to care. As we move on to adoption of sensor based falls system, and increase use of Ethel our virtual care delivery model, we can see digital competence growing in the workforce.

Unpaid Carers play a huge part in our care workforce so we continue to be committed to supporting them through our dedicated carer support routes and our carer centre. Consultation on our Carers Strategy starts in the next few months.

We are developing an Adult Social Care Workforce Strategy, this will give an overview of the social care workforce within the borough, where our gaps are, where our strengths are and how we continue to support in ways which benefit the most.

Following consultation with providers and professionals who support learning disability and autism residents, a specific Adults with Learning Disabilities and Mental Health Workforce Action Plan will be developed jointly with our neighbour, Shropshire Council and link in with the overall plan.

## Our plan for the next 12 months:





## A summary of the adult social care sector and workforce in Telford & Wrekin 2022/23

Skills for Care is the strategic workforce development and planning body for adult social care in England. We work with employers, Government, and partners to ensure social care has the right people, skills, and support required to deliver the highest quality care and support, now and in the future. Our role is to respond and adapt to the emerging trends and needs within social care, using data and evidence to drive forward widescale change.

The information within this summary has been produced by Skills for Care using the Adult Social Care Workforce Data Set (ASC-WDS). We use the data collected by the ASC-WDS to create workforce models that, in turn, allow for estimates of the whole adult social care workforce and its characteristics to be produced. The \* notation indicates the figure has been suppressed.

### 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 Telford & Wrekin was around 6,700 in 2022/23. This was comprised of 6,100 filled posts and 650 vacancies. Since the previous year, the total number of posts has increased by 325 (5%), the number of filled posts has increased by 200 (3%) and the number of vacancies has increased by 125 (22%).



From here on, the figures in this report refer to the 5,300 filled posts in the independent sector and local authority in Telford & Wrekin only. Filled posts in other sectors are not included.

The independent sector information in this report was collected between April 2022 and March 2023, and local authority information dates from September 2022.

For information about changes in the workforce since March 2023, using monthly monitoring of the ASC-WDS, please see our Workforce Intelligence website<sup>1</sup>.

There were an estimated 6,100 filled posts in adult social care, split between local authorities (10%), independent sector providers (77%), posts working for direct payment recipients (6%) and other sectors (6%). As at March 2023, Telford & Wrekin contained 100 CQC-regulated services; of these, 42 were residential and 58 were non-residential services.

If the workforce grows proportionally to the projected number of people aged 65 and over then the total number of adult social care posts in the West Midlands region will increase by 22% (from 189,000 to 231,000 post) between 2022/23 and 2035.

### Recruitment and retention

Skills for Care estimates that the staff turnover rate in Telford & Wrekin was 29.8%, which was similar to the region average of 28.2% and similar to England at 28.3%. Not all turnover results in workers leaving the sector, around two thirds (63%) 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.



We estimate that the vacancy rate in Telford & Wrekin was 11.40%, which was similar to the regional average of 9.3% and similar to England at 9.9%.

<sup>1</sup> <https://www.skillsforcare.org.uk/monthlytracking>

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 Telford & Wrekin had on average 9 years of experience in the sector and 75% of the workforce had been working in the sector for at least three years.

We know that recruitment and retention is one of the largest issues faced by employers. We have many resources and tools available to help, for example the 'Values-based recruitment and retention toolkit'<sup>2</sup> and 'Seeing potential: widen your talent pool'.<sup>3</sup> For more information please visit: [www.skillsforcare.org.uk/recruitment-retention](http://www.skillsforcare.org.uk/recruitment-retention)

### Employment information

We estimate Telford & Wrekin had 5,300 adult social care filled posts in the local authority and independent sectors. These included 375 managerial roles, 175 regulated professionals, 4,200 direct care (including 3,600 care workers), and 600 other-non-care proving roles.

The average number of sickness days taken in the last year in Telford & Wrekin was 5.8, (5.9 in West Midlands and 5.9 across England). With an estimated directly employed workforce of 4,800, this means employers in Telford & Wrekin lost approximately 28,000 days to sickness in 2022/23.

Around a third (28%) of the workforce in Telford & Wrekin were on zero-hours contracts. Around half (49%) of the workforce usually worked full-time hours and 51% were part-time.



<sup>2</sup> [www.skillsforcare.org.uk/values](http://www.skillsforcare.org.uk/values)

### Workforce demographics

The majority (86%) of the workforce in Telford & Wrekin were female, and the average age was 43 years old. Workers aged under 25 made up 9% of the workforce and workers aged 55 and above represented 23%. Given this age profile approximately 1,200 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 West Midlands region this was 83%. An estimated 88% of the workforce in Telford & Wrekin identified as British, 3% identified as of an EU nationality and 9% a non-EU nationality, therefore there was a higher reliance on non-EU than EU workers

### Pay



Table 1 shows the full-time equivalent annual or hourly pay rate of selected job roles in Telford & Wrekin (area), West Midlands (region) and England.

All figures represent the independent sector as at March 2023, except social workers which represent the local authority sector as at September 2022. At the time of analysis, the National Living Wage was £9.50.

**Table 1. Average pay rate of selected job roles by area**

	England	Region	Area
<b>Full-time equivalent annual pay</b>			
Social Worker*	£39,100	£37,800	£37,800
Registered nurse	£37,000	£36,600	£36,900
<b>Hourly pay</b>			
National Living Wage	£9.50	£9.50	£9.50
Senior care worker	£11.09	£10.77	£10.66
Care worker	£10.34	£10.09	£10.15
Support and outreach	£10.31	£10.04	£9.97

\*Local authority social workers only.

<sup>3</sup> <https://www.skillsforcare.org.uk/Seeing-potential-Leeds-City-Council-Step-into-Care>

## Qualifications, training and skills

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 43% of the direct care providing workforce in Telford & Wrekin hold a *relevant* adult social care qualification (48% in West Midlands and 46% in England).

Raw data from the ASC-WDS showed, of those workers without a relevant adult social care qualification recorded, 52% had five or more years of experience in the adult social care sector, 68% had engaged with the Care Certificate and 61% had completed training.

### Factors affecting turnover

Together with a data science specialist, we used ASC-WDS information to create machine learning models that were used to assess which variables had an effect on adult social care workers' propensity to leave their posts.

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.

For more information please email [analysis@skillsforcare.org.uk](mailto:analysis@skillsforcare.org.uk)

For more information please see Chapter 8 of 'The State of the adult social care sector and workforce, 2023' available at: [www.skillsforcare.org.uk/Stateof](http://www.skillsforcare.org.uk/Stateof)

### Analytical service and relevant resources

Our analysis team provides an external analysis service which is able to produce a range of in-depth reports, tailored to your specific requirements.

You can commission us to help you:

- Partner with us to draw on our adult social care data and expertise to win bids and tenders.
- Provide a detailed analysis of a geographic area, including analysis below local authority level.
- Draw on our data science capabilities - discover how key outcomes (such as CQC scores, turnover rates and vacancy rates) can be improved.
- Provide trends back to 2012/13 and forecasts for how the workforce could look like in the future.
- Request a feed of data to enhance or improve a product or service.

Skills for Care provides outstanding workforce intelligence relied upon by the sector to make decisions about adult social care planning and service delivery. To read more publications, including the 'State of the adult social care sector and workforce in West Midlands' and key workforce topic areas please see: [www.skillsforcare.org.uk/W/publications](http://www.skillsforcare.org.uk/W/publications)

For more detail about the methodology used to create these estimates please see: [www.skillsforcare.org.uk/workforceestimates](http://www.skillsforcare.org.uk/workforceestimates)

### Interactive visualisations

Two interactive visualisations have been created at an LA level, to enable you to see and understand your workforce intelligence in a more visual and interactive way. One allows you to see your LA area in more detail and another to compare LA areas. To access the visualisations, please see [www.skillsforcare.org.uk/lasummaries](http://www.skillsforcare.org.uk/lasummaries)