

Adult Social Care Workforce Plan 2024 - 29



Barnsley – the place
of possibilities.



BARNLSLEY
Metropolitan Borough Council

Introduction

We are immensely proud of our brilliant Adult Social Care workforce, who truly change lives in our communities, and want to make sure every worker feels valued and supported. With the ever-changing nature of Adult Social Care and the increasing demand for our services, we know what is expected from our workforce will evolve in the years ahead.

Our Adult Social Care Workforce Plan will help us make sure we have a thriving, skilled workforce that continues to deliver excellent care and support for our communities, both now and in the future.

This document sets out our vision, priorities and plans to make this possible, ensuring we have the right people with the right values, skills and experiences to look after our communities and help our care sector to flourish.

At the heart of our Workforce Plan are five key values for the Adult Social Care workforce we want to see. One that is highly skilled, diverse, resilient and innovative, delivering exceptional, person-centred care to help more people live independently in the places they call home.

We know we can't do this alone, which is why our Adult Social Care Workforce Plan explores how we will work with our brilliant workforce and our care providers.

Together, we all have a part to play in growing our workforce, attracting the right people and empowering workers with the right opportunities to develop and progress their careers in Barnsley.

This plan will play a key role in delivering on our Healthy Barnsley ambitions and bringing key strategies for the borough to life, such as our Health and Care Plan.

We're really excited to embark on this journey with our Adult Social Care workforce, our partners and our care providers, making sure we're in the best place possible to support you and your loved ones.

Wendy Lowder – Executive Director for Place Health and Adult Social Care

Our vision

We want every person in Barnsley to live in a place that they call home with the people and things they love, in communities where they look out for one another and are able to do the things that matter to them with appropriate support mechanisms.

What is the Workforce Plan?

Our Adult Social Care Workforce Plan reflects the different roles and skills of people who work in the Adult Social Care sector.

Currently, there is no national strategy for the Adult Social Care workforce. Skills for Care works alongside the Association of Directors of Adult Social Care (ADASS) and the Local Government Association to address this gap and develop a national plan.

This plan is connected to key Barnsley strategies, including:

- [Barnsley 2030](#).
- [Barnsley Council's Council Plan 2024-2027](#).
- Barnsley Council's Adult Social Care Strategy 2024-2030.
- Barnsley Council's Market Shaping Plan.
- [Barnsley Council's People Strategy 2022-2025](#).

The plan also forms part of the NHS South Yorkshire Integrated Care Board's People Plan and [Barnsley's Health and Care Plan](#).

Our Adult Social Care team is crucial to providing excellent, person-centred support. We want our staff to feel like they belong in our organisation, which values and encourages strengths-based principles. We understand the importance of ongoing learning and development for our team members.

This strategy and plan shows:

- Where we are now – our Barnsley vision, local area context, challenges and actions for change.
- Where we are going – our vision for our workforce in the future.
- How we will get there – our workforce priorities and how we will achieve them.

The care sector in Barnsley – an overview

Our Barnsley Adult Social Care workforce is our greatest asset. Our workforce includes:

- Paid and unpaid carers.
- Registered and non-registered professionals.
- Health professionals working in a variety of roles across the borough.
- Commissioning staff who work to ensure we have a vibrant, diverse, safe and sustainable care market that's able to meet the needs of our residents
- Private, independent, voluntary and statutory providers.
- People with lived experience, their families and carers.
- Organisations in supporting roles.

Care is delivered in people's homes, care homes, daycare settings, health establishments and the wider community. We want to achieve a seamless and joined-up approach to care across all our workforce. This will benefit people who use services, carers and local communities, regardless of who provides the service.

The [Adult Social Care Workforce Data Set \(ASC-WDS\)](#) provides a national and local view of the social care workforce. Barnsley continues to work closely with Skills for Care and other partners to promote using the ASC-WDS to increase the data gathered about the Adult Social Care sector.

Size and structure

The total number of Adult Social Care posts in Barnsley was around 6,900 in 2022/23. This comprised 6,400 filled posts and 500 vacancies in the Adult Social Care sector, split between Barnsley Council (7%), independent sector providers (80%), jobs working for direct payment recipients (7%) and other sectors (5%).

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 Yorkshire and the Humber region will need to increase by 23% (from 171,000 to 211,000 posts) between 2022/23 and 2035.

Employers' overview

- We have **119** CQC-regulated establishments in Barnsley.
- Approximately **200** direct payment recipients employ their own staff.
- We have **5,600** filled posts in Adult Social Care, both at Barnsley Council and in the independent sector:
 - **4,100** workers in direct care roles.
 - **850** workers in administrative support roles.
 - **450** workers in managerial roles.
 - **175** regulated professionals.

Filled posts by sector:

- We have **5,600** filled posts across all sectors:

- **5,100** of which are in the independent sector.
- **475** of which are in Barnsley Council.

Filled posts by service:

- **700** filled posts in CQC care homes with nursing.
- **2,100** filled posts in CQC care-only homes.
- **1,700** filled posts in CQC non-residential.

Recruitment and retention:

- The turnover rate for 2022/23 was **29.7%** (1,600 leavers). In 2021/22, Barnsley's turnover rate was 28%.
- **72%** of roles were recruited to from within the Adult Social Care sector.

Staff turnover in Barnsley Adult Social Care

According to Skills for Care data from 2022/23, the staff turnover rate in Barnsley stood at **29.7%**. This figure closely aligns with both regional and national averages:

- Barnsley: **29.7%**.
- Regional average: 29.9%.
- England average: 28.3%.

Retention and recruitment

It is important to note that not all turnover results in workers leaving the sector. Approximately three-quarters (72%) of new hires were recruited from within the Adult Social Care sector.

This indicates that, while employers must continue to recruit for these positions, the sector effectively retains a significant portion of its skilled workforce, preserving their valuable skills and experience.

Vacancy trend:

- **7.9%** in 2022/23.
- **9.7%** in 2021/22.

Vacancy rates in Barnsley Adult Social Care

In the fiscal year 2022/23, estimations indicate that the vacancy rate in Barnsley stood at **7.9%**. This figure closely mirrors the regional average:

- Barnsley: **7.90%**.
- Regional average: 8.0%.
- England average: 9.9%.

Trends in vacancy rates

Over the past few years, the council has observed a consistent decrease in our vacancy trend. As an employer, we remain steadfast in maintaining and furthering this downward trend.

Experience in the role:

- Less than three years – **48%**.
- Three-to-nine years – **36%**.
- Ten or more years – **16%**.

Experience in the sector:

- Less than three years – **21%**.
- Three-to-nine years – **39%**.
- Ten or more years – **40%**.

Workforce experience in Barnsley Adult Social Care

Average experience

In Barnsley, we take pride in our experienced workforce, boasting an average of 9.9 years of experience per employee within the sector.

Longevity

A significant 79% of our workforce have dedicated themselves to the sector for at least three years, demonstrating their commitment to their roles and the communities they serve.

Role experience

More than half (52%) of our workforce possesses extensive experience in their current roles, with an average of just over five (5.2) years, further highlighting their expertise and dedication.

Our staff members bring significant experience and high skill levels to our team. Beyond their roles in service delivery, they play a crucial part in our efforts to 'grow our own'. Through mentoring and supervisory roles, they provide invaluable guidance during training sessions for various cohorts, including newly qualified registered social workers, non-registered staff, apprentices and graduates.

To support our workforce recruitment and retention plans, retaining our experienced practitioners is essential while focusing on attracting, recruiting and supporting newly qualified social workers.

By nurturing seasoned professionals and new talent, we ensure a robust and sustainable workforce, capable of effectively meeting the needs of our community.

Social work staff recruitment and retention is a national issue. The council has lost some registered employees who have moved to other authorities and/or agencies offering higher pay and the independent sector continues to be challenged by employment growth in other sectors.

This means we have to reallocate resources within the service to cope with capacity and demand, which causes resourcing gaps in other parts of the service. Across England, the vacancy rate has gone down, and the number of filled posts has gone

up. During this time, international recruitment rose significantly to address some of the gaps that have affected these trends.

There are also additional burdens placed on councils to ensure the sufficiency of our care market. Commissioning capacity has not risen to keep pace with these additional burdens, and recruitment and retention remain an issue in this area.

Sickness

In Barnsley, we are committed to supporting the wellbeing of our Adult Social Care workforce by implementing several initiatives to support health and wellbeing.

The average number of sickness days taken in the last year in Barnsley was **5.6** (compared to averages of 6.9 in Yorkshire and the Humber and 5.9 across England), significantly lower than the previous year.

However, there is an estimated directly employed workforce of 5,300. This means employers in Barnsley lost approximately 30,000 days to sickness in 2022/23.

Workforce demographics

Gender distribution

Skills for Care estimates that women make up the majority (85%) of the workforce in Barnsley's Adult Social Care sector, with males making up 15% of the workforce.

Age profile

The average age of employees in Barnsley Adult Social Care is 44 years old. In the fiscal year 2022/23:

- Workers under 25 made up 10% of the workforce.
- Workers aged between 25 and 54 made up 60% of the workforce.
- Workers aged 55 and above made up 30% of the workforce.

Implications

Given this age profile, approximately 1,700 positions are currently held by people who will reach retirement age within the next ten years.

Ethnicity and nationality

The Barnsley Adult Social Care workforce is predominantly white (97%), with Black, Asian and minority groups making up **4%** of the workforce.

An estimated 97% of the Adult Social Care workforce in Barnsley identifies as British. 1% identify as an EU nationality while 3% identify as a non-EU nationality.

Nationality varies by region. Across England, 81% of the workforce identified as British while in the Yorkshire and the Humber region, this increases to 90%.

Employment overview

In Barnsley, 13% of workers were employed on zero-hours contracts (800 roles). This is below the averages for England (22%) and Yorkshire and the Humber (18%).

Working time

- 58% of workers are full-time.
- 42% of workers are part-time.

Employment status

- **93%** of workers are on permanent contracts.
- **5%** of workers are indirectly employed.
- **2%** of workers are on temporary contracts.
- We have **4,700** full-time equivalent (FTE) filled posts in Barnsley. This means the FTE ratio in Barnsley sits at 0.83.

Hourly and annual rates of pay

Our goal in Barnsley is to keep pay rates across the sector competitive, and we urge employers to recognise this and offer fair rates of pay that match the region.

We are working with our providers to enhance recruitment and retention across the sector, ensuring that providers and frontline staff feel appreciated and supported in providing good care.

Qualifications and training

Our vision is that everyone working across the Adult Social Care sector should have access to learning and development opportunities to do their jobs effectively. Learning and development opportunities help everyone acquire the right skills and knowledge to deliver high-quality care and support.

Skills for Care estimates show that 51% of the direct care providers in Barnsley have a relevant Adult Social Care qualification (compared to 50% in Yorkshire and the Humber and 46% in England).

Raw ASC-WDS data showed that of those workers without a relevant Adult Social Care qualification, 53% had five or more years of experience in the sector, 56% had completed the Care Certificate and 82% had received training.

Proud to Care Barnsley

[Barnsley's Proud to Care Hub](#) supports people accessing health and care jobs.

The work of the Hub is to support and encourage partners to collaborate around recruitment and training where possible, reducing duplication across the partnership. The Hub's objectives are to recruit, train and then deploy to all partners across Barnsley, placing candidate's needs at the heart of the process.

Initially, the focus has been on entry-level care roles, addressing areas of critical demand. Additionally, the Hub aims to support people in advancing within their roles once employed, promoting growth and development within the workforce.

We hope to receive funding from the Rayne Foundation to continue developing the work of the Hub, and if successful, we aim to:

- Expand the Hub's efforts to focus on specific career pathways, providing comprehensive support to overcome barriers to individual success.
- Develop a collaborative leadership programme.
- Further develop our approach to recruiting personal assistants
- Look into the 'community around the care provider', including how we develop a package of care and support around people in residential care homes and people cared for within their own homes.

Unpaid carers

In Barnsley, the value of unpaid care is estimated to be around £605 million per year (Carers UK and the University of Sheffield 'Valuing Carers 2015: the rising cost of carers' support).

Many people across Barnsley spend time providing unpaid care for a family member or friend who would be unable to cope without them. These people are called unpaid or informal carers; although they often say they are just a husband or wife, a mum, a son, a daughter, or a good friend or neighbour.

The amount and type of support that carers provide varies. It can range from a few hours a week, such as picking up prescriptions, shopping and preparing meals, to providing emotional or personal care day and night, seven days a week.

Number of carers in Barnsley

- We had 26,109 carers in 2001. This rose by **4%** in a decade. In 2011, we had **27,167 carers**.
- Level of support our carers provide:
 - 15,473 carers provided 1-19 hours of care (as of 2011). This was a 3% increase on 2001.
 - 4,075 carers provided 20-50 hours of care (as of 2011). This was a 16% increase on 2001.
 - 7,619 carers provided 50+ hours of care (as of 2011). This was a 14% increase on 2001.

As of March 2021, Barnsley recorded 27,167 unpaid carers, with 1,053 providing services following an assessment or review. These caregivers play a vital role in helping the people they care for to maintain independence in their homes for longer.

The 2021 Census showed that for people aged 5 and over in Barnsley:

- 89.4% of the population provided no unpaid care.
- 4.5% of the population provided 19 hours of unpaid care or less a week.
- 2.5% of the population provided 20 to 49 hours of unpaid care a week.
- 3.6% of the population provided 50 or more hours of unpaid care a week.

Our Adult Social Care Workforce Plan

In terms of our workforce priorities, we want a workforce that is:

- **Valued and respected** for the vital role they play in supporting people to live well and independently.
- **Skilled and competent** to deliver high-quality, person-centred, safe care and support.
- **Diverse and inclusive**, reflecting the communities they serve and promoting equality and dignity.
- **Resilient and supported**, with access to learning, development and wellbeing opportunities.
- **Collaborative and innovative**, working across organisational and professional boundaries and embracing new ways of working.

Goals and objectives

To achieve our vision for Barnsley's Adult Social Care workforce, we have identified four strategic goals and corresponding objectives:

Recruitment, retention and career development - attracting and recruiting more people to work in Adult Social Care. To achieve this, we will:

- Promote the benefits and opportunities of working in Adult Social Care at Barnsley Council and in the independent care sector.
- Improve the recruitment experience for candidates.
- Expand and diversify the pool of potential candidates for Adult Social Care roles.
- Continue to develop our Proud to Care Hub to promote the benefits and opportunities of working in the independent care market in Barnsley.

Leadership and management - develop and retain the existing workforce in Adult Social Care, focusing on workforce development, regulation and registration. To achieve this, we will:

- Ensure that all our people have access to induction, training and qualifications that meet the sector's standards and expectations.
- Support people to progress and advance their careers within and across the Adult Social Care sector.
- Enhance the retention and engagement of workers through their employee experience.

Support the **wellbeing and resilience** of the workforce in Adult Social Care. To achieve this, we will:

- Provide workers with access to quality health and wellbeing support.
- Foster a positive and supportive work culture and environment.
- Recognise and reward the achievements and contributions of our people.

Enable the workforce to **adapt and innovate** in response to changing needs and demands. To achieve this, we will:

- Equip people with the skills and knowledge to deliver integrated and personalised care and support.
- Encourage people to embrace digital and technological solutions that enhance the quality and efficiency of care and support.
- Facilitate people to take part in research, evaluation and improvement activities.

Our commitment to achieving our goals

We will make sure we have the right people, doing the right jobs, with the right values and behaviours, at the right time, in the right place.

Our workforce will reflect our diverse communities. We will support those who choose a career in Adult Social Care to realise their potential, empowering and enabling colleagues to thrive and prosper.

We have a confident, capable and qualified workforce who deliver high-quality, strengths-based services that also meet registration and regulation requirements.

We will do this by:

- Creating compassionate and accessible leaders who lead by example, embedding our values and encouraging a culture of openness.
- Working closely with partners to deliver a strengths-based, outcome-focused approach to Adult Social Care based on [the Better Lives Programme](#).
- Having effective leadership programmes for managers and aspiring managers, focusing on aspirations and career progression.
- Working with partners to further develop systems leadership across the health and social care system.
- Working with partners to develop and embed an integrated workforce.
- Working in a co-productive way with our communities and the people who use our services.

How we will monitor and evaluate our progress

We will monitor and evaluate the implementation and impact of this Workforce Plan using a range of indicators and methods, such as:

- Workforce data and intelligence, including the number, profile (including age) and turnover of staff, agency usage, the number of vacancies in the sector, skills gaps, training needs and caseload numbers.
- Quality and performance data and intelligence, such as the outcomes and satisfaction of people who use services, provider ratings and inspections.
- Feedback and consultation data, such as the views and experiences of workers, employers, providers, commissioners and other stakeholders.

We will report on the progress and achievements of our Workforce Plan annually and use the findings and learning to inform and update the actions and outcomes.

