

A black and white photograph showing a young Black woman with her hair in braids, wearing a light-colored polo shirt and a lanyard, smiling warmly at an elderly white woman. The elderly woman is wearing glasses and a light-colored top with lace detailing, and is seated in a large, upholstered chair. The background consists of vertical wooden slats.

# A Workforce Strategy for adult social care in England

## The context: in 2023-24...

A workforce of 1.59 million – 5.4% of all jobs in England

4.2% more filled posts (70,000) than in 2022-23

131,000 vacancies on any given day (8.3%)

26% of staff in the independent sector left their jobs

105,000 international recruits – up 25,000 on 2022-23

A 70,000 drop in the number of British workers in the last two years

## The context: the future

**540,000**

new posts needed by 2040

**29%** more than we had in 2023-24

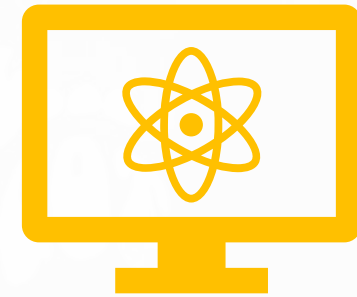
# Drivers of change



**The shape of  
care**

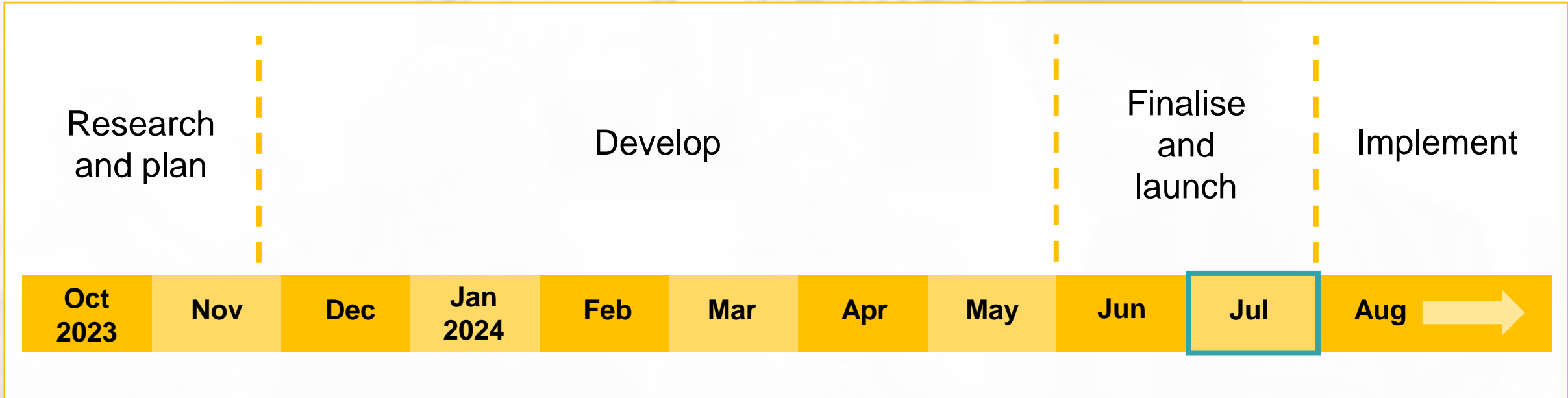


**The shape of  
work**



**The shape of  
education**

# How we got here



# Who's contributed



Care Quality  
Commission



The Kings Fund

Local  
Government  
Association

NHS  
England



Royal College of  
Nursing



Social Care  
Future

Social Work  
England



UNISON



# Examples of recommendations and commitments

Attract and retain

Train

Transform

# Attract and retain

**Recommendation** Government to lead joined-up and consistent action on pay, terms and conditions



# Attract and retain

Option	Annual investment		Benefits over 15 years				
	Cost to public finances	Cost to self-funders	Savings due to avoided recruitment costs	Wellbeing benefits	NHS savings	People recruited	People retained
Enforcing the National Living Wage	£30m	£12m	£6.3m	£1.7bn	£223.6m	7,150	650
Real Living Wage	£1.4bn	£790m	£2.8bn	£20bn	£2.7bn	180,000	296,000
National Living Wage +£1	£2bn	£1.2bn	£4.2bn	£29.5bn	£3.9bn	263,500	435,000
National Living Wage +£2	£3.6bn	£2bn	£7.4bn	£51bn	£6.8bn	463,600	767,000
Match NHS Band 2	£2.3bn	£1.3bn	£4.8bn	£33.5bn	£4.5bn	299,000	494,000
Match NHS Band 3 (under two years)	£2.7bn	£1.5bn	£5.5bn	£38.3bn	£5.1bn	344,000	568,000
Match NHS Band 3 (over two years)	£4bn	£2.3bn	£8.2bn	£56.4bn	£7.5bn	514,000	851,000

## Attract and retain

**Recommendation** Government to lead joined-up and consistent **action on pay, terms and conditions**

**Recommendation** Strategic, cross-government action on a **10-year attraction plan** for social care

**Recommendation** A focus on retention with a **People Promise** for social care and action on **ethical international recruitment** and **inclusivity**

**Commitment** The Care Quality Commission will **encourage recruitment and retention plans**

# Train

**Recommendation** Invest in high-quality development - including new skills and overhauling apprenticeships - with a **3-year funding commitment**

**Recommendation** A **national framework for career progression** for social workers, occupational therapists and registered nurses working in social care

**Recommendation** A **leadership development roadmap** for social care managers – with potential requirements for higher qualifications

**Commitment** Skills for Care and CQC will **streamline mandatory training requirements**

# Transform

**Recommendation** A **legislative basis** for the Workforce Strategy – and a **central body** for implementation

**Recommendation** Support for **ICS workforce planning** that promotes a “one workforce” approach and analyses future needs

**Commitment** Gather evidence on the impacts and potential models of a **workforce registration scheme**



**What happens next?**

# Read the Strategy



[ascworkforcestrategy.co.uk](https://ascworkforcestrategy.co.uk)

