



Redcar & Cleveland
Adult Social Care



Adult Social Care Workforce

Workforce Strategy 2026-2029

1. Introduction

Adult Social Care is a people profession. The quality of support experienced by adults and carers is directly influenced by the skills, knowledge, values and behaviours of our workforce.

This strategy sets out how Adult Social Care in Redcar and Cleveland Borough Council will attract, develop and retain a skilled, confident and compassionate workforce capable of delivering high-quality strengths-based practice and improving outcomes for adults, carers and communities.

Since our previous Workforce Development Strategy, significant progress has been made through the development of our Practice Model, Practice Standards, Adult ASYE Academy, Induction Framework and Quality Assurance Framework. Together, these developments provide strong foundations for a learning organisation where workforce development, practice quality and continuous improvement are closely aligned.

This strategy recognises that workforce development is about more than training. It encompasses recruitment, retention, leadership, wellbeing, inclusion, learning, quality assurance and professional development throughout an individual's career.

2. Our Borough

Redcar & Cleveland is a beautiful and diverse borough in the northeast of England. It is home to approximately 136,000 people, who live across over 20 different towns or villages. The residents of the borough are strong and resilient, however, as people are living much longer, often with highly complex needs and multiple conditions this impacts on the statutory services Adult Care deliver.

The population of over 65's in Redcar & Cleveland is forecast to increase significantly from 30,000 to 36,500 people by 2030. As our population ages and the financial pressures on the health and care system increase, we need to continually improve our proactive approach to preventative care in community settings, so that people can be supported to live at home for longer and avoid the need for commissioned health and care services. We will continue to develop joined up and sustainable services to help improve the health and

care of our local population and make more efficient use of available resources (i.e., by reducing avoidable hospital admissions, facilitating timely discharge, and improving people's experiences of care).

3. Our Vision

Our vision is:

"We will help you live safe and well, in the place you call home, with the people and things you love, connected to your community, doing the things that matter to you."

To achieve this vision, we need a workforce that is skilled, compassionate, reflective and values led. We want Adult Social Care to be recognised as an employer of choice, a learning organisation and a service where people feel valued, supported and able to thrive.

4. Strategic Context

Adult Social Care continues to operate within an increasingly complex environment characterised by rising demand, increasing complexity of need, workforce challenges and greater expectations regarding quality and assurance.

This strategy supports our statutory responsibilities under the Care Act 2014, Mental Capacity Act 2005, Human Rights Act 1998 and Equality Act 2010, whilst aligning to Social Work England Professional Standards and the Care Quality Commission Local Authority Assessment Framework.

The strategy also reflects our commitment to Social Care Future, strengths-based practice, co-production and continuous improvement.

5. Our Workforce Today

Adult Social Care benefits from a committed and skilled workforce.

Over recent years, workforce stability has improved significantly, with turnover reducing from 19% in 2022/23 to 11% in 2025/26, remaining well below the national adult social care average. Staff consistently identify supportive teams, strong leadership, high-quality supervision and opportunities for professional development as key strengths.

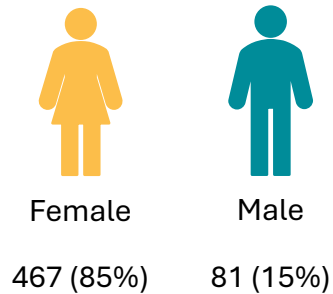
However, we recognise ongoing challenges relating to recruitment, workforce capacity, increasing complexity of practice and supporting staff wellbeing in a demanding environment. These strengths and challenges have informed the priorities within this strategy.

Adult Social Care has a workforce of approximately 548 staff, employed across 9 service areas and makes up almost 24% of the entire Council workforce. In addition to this a wider workforce of approximately 4,400 employees provide care and support services to adults across the Borough across both commissioned and non-commissioned services.

The following diagrams provide a statistical overview of the in-house adult social care workforce utilising data drawn from the Council's management information system.

Gender breakdown

Our workforce is gender imbalanced with 85% female employees, 19% higher than across the wider Council.



Where we live

74% of Adult Social Care employees are residents of Redcar and Cleveland. A further 23% live within the Tees Valley, with only 4% living outside of the area.

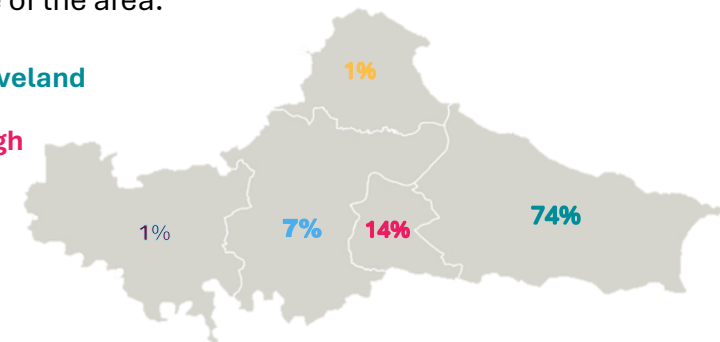
Redcar & Cleveland

Middlesbrough

Hartlepool

Stockton

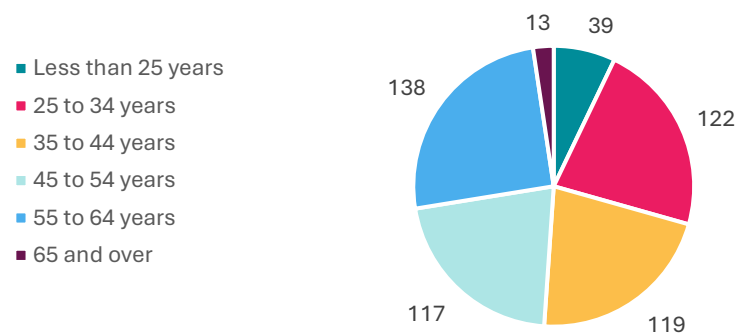
Darlington



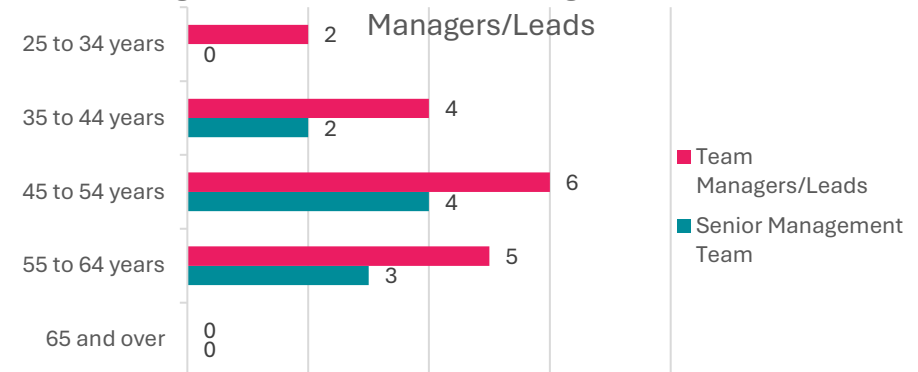
Age breakdown

Almost 50% of the workforce are over 45, this increases to 65% at team manager level and 78% at senior management level.

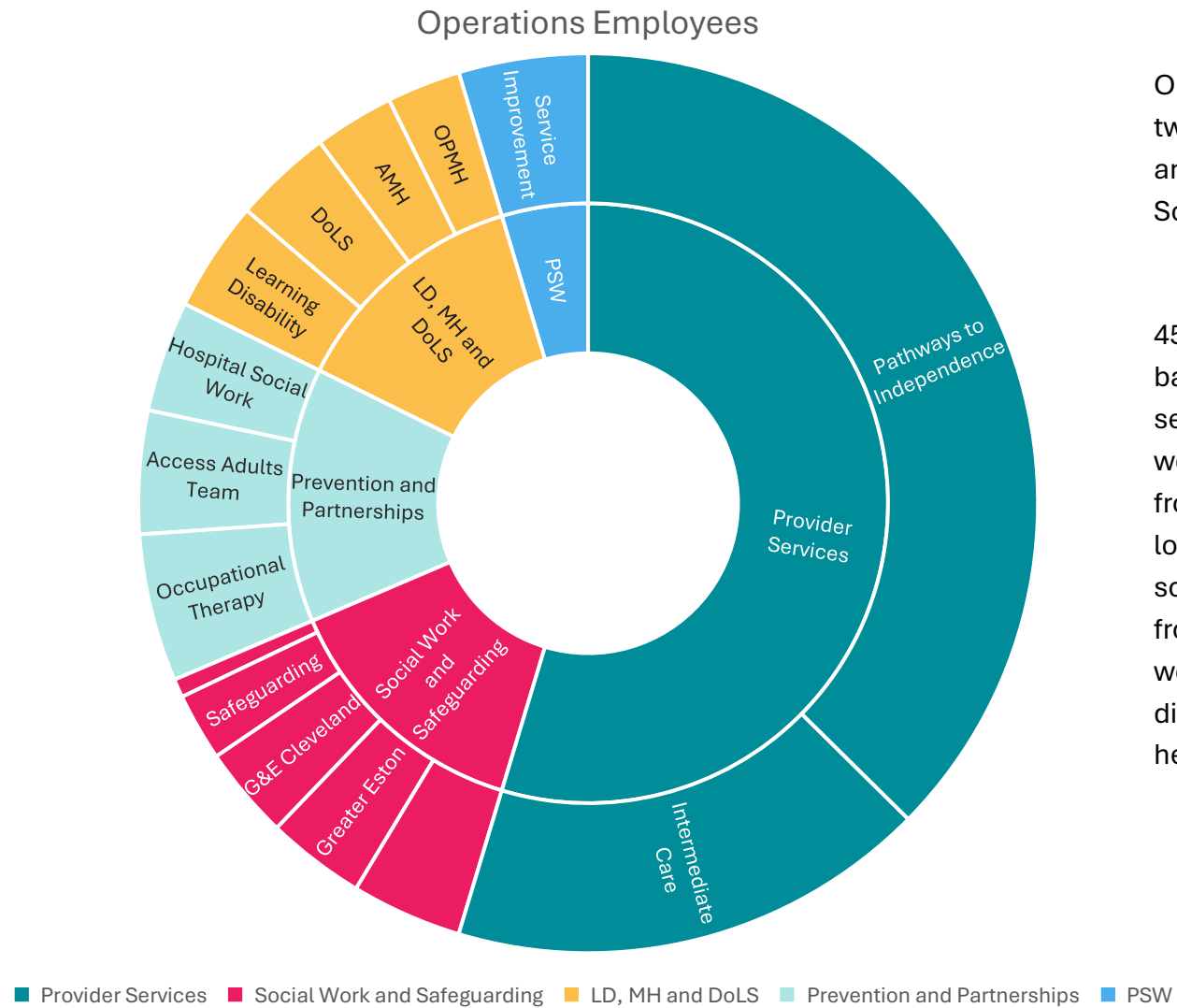
Age Breakdown of all Employees



Age Breakdown - Senior Management and Team Managers/Leads



Employees By Team



Our workforce is split into two areas of Operations and Commissioning & Social Care Resources.

45% of the workforce are based within our provider services. 38% of our workforce makes up our frontline teams such as locality and safeguarding social work, our access front door, principal social work, and our learning disability and mental health teams.

Commissioning and Social Care Resources Employees



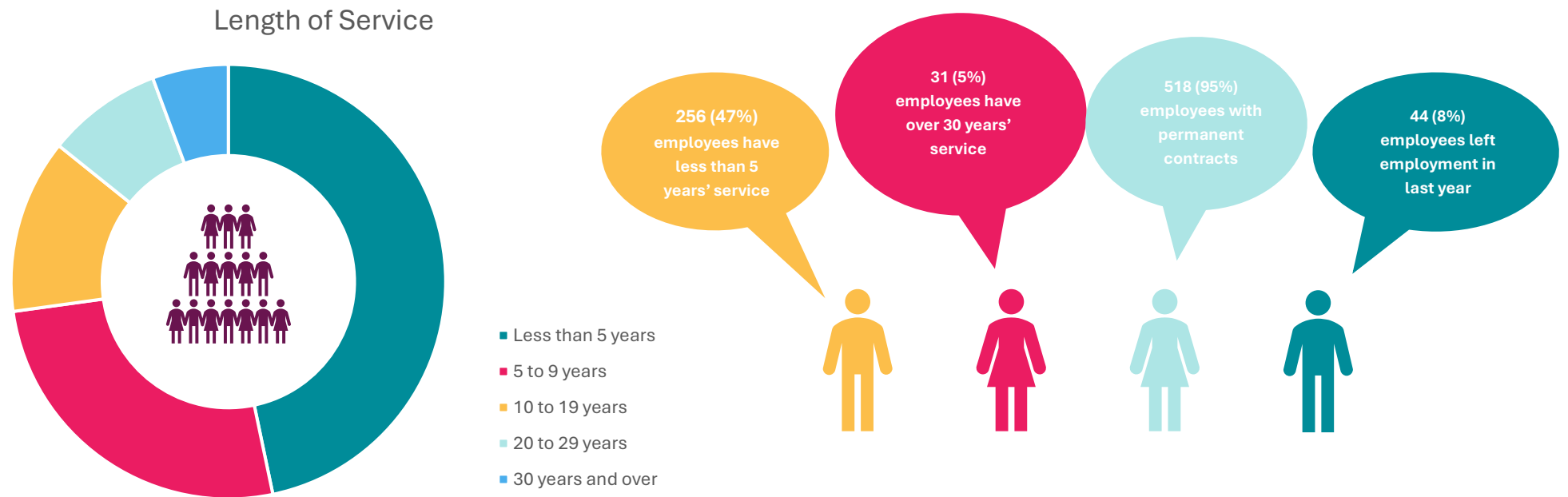
Our business and resource functions, including finance, intelligence, care systems, commissioning and integration form 17% of the workforce.

Around 2% of our workforce make up our senior management team across Operations and Commissioning & Social Care Resources.

Recruitment and retention

Approximately just below half the Adult Social Care workforce has less than 5 years service with the average length being approximately 9 years. Skills for Care's weighted workforce estimates, 2024/25 data shows that the average years in the sector, in all jobs roles within a local authority is 9 years. The workforce has a **strong balance of experienced staff and newer colleagues**, providing both stability and opportunities for growth and innovation.

44 employees (8%) of the workforce left within the previous 12 months and in the same period, we had 57 new starters. This shows the directorate experienced **more recruitment than turnover**, leading to workforce growth.



Equality, Diversity, and Inclusion

Of those, who have declared it, Adult Social Care employees are more diverse than employees across other areas of the Council.

32%

of the Councils
Ethnic Minority
Background
employees work in
Adult Social Care.

3%

of employees
within adult social
care have a
disability

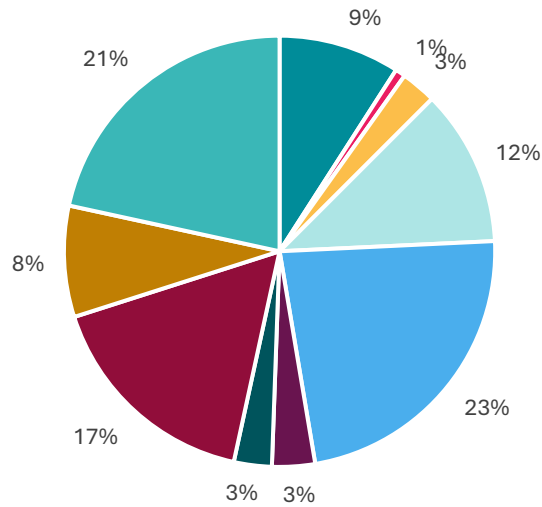
50%

of the Councils
LGBTQIA+ workforce
work in
Adult Care.

Qualifications

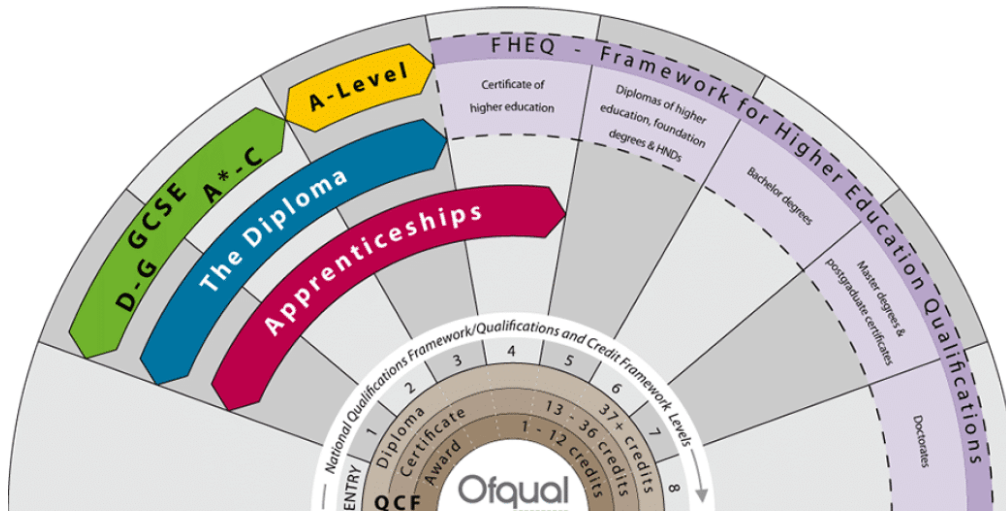
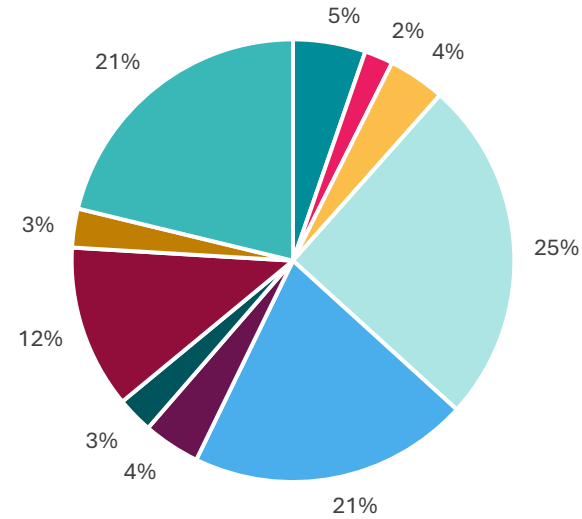
Level of Social Care Qualification Held

- Not Known
- Entry level
- Level 1
- Level 2
- Level 3
- Level 4
- Level 5
- Level 6
- Level 7
- Not applicable



Level of Non-Social Care Qualification Held

- None
- Entry level
- Level 1
- Level 2
- Level 3
- Level 4
- Level 5
- Level 6
- Level 7
- Not known



Key: National Qualification Framework

The qualifications listed below are aligned to the National Qualifications Framework (NQF), which sets out the different levels of learning and achievement. The key helps you understand the level of knowledge, skills and competence associated with each qualification.

6. Our Priorities

Priority One: Attracting, Developing and Retaining Talent

Why This Matters

The quality of Adult Social Care depends upon having the right people, with the right values and skills, in the right roles.

As demand increases and workforce challenges continue across the sector, attracting and retaining a stable workforce is essential to maintaining high-quality services and positive outcomes for adults and carers.

Our Ambition

We will be recognised as an employer of choice, attracting and retaining talented people who share our commitment to strengths-based, person-centred practice.

We will continue to invest in recruitment, succession planning, apprenticeships and career development opportunities while promoting Adult Social Care as a rewarding and fulfilling career.

What We Will Do

- Strengthen recruitment and attraction activity.
- Continue apprenticeship and "grow our own" pathways.
- Improve succession planning and talent management.
- Support internal career progression.
- Promote workforce wellbeing and belonging.
- Use workforce intelligence to inform planning.

How We Will Measure Success

- Reduced vacancy rates.
- Stable turnover rates.
- Reduced agency dependency.
- Increased internal progression.
- Increased apprenticeship numbers.
- Positive workforce feedback regarding recruitment and retention.

Priority Two: Learning, Development and the Practice Academy

Why This Matters

High-quality practice depends upon a workforce that is skilled, confident and supported to develop throughout their career. As Adult Social Care becomes increasingly complex, staff require access to learning opportunities that strengthen professional knowledge, legal literacy, reflective practice and professional confidence.

Our Ambition

We will create a learning organisation where workforce development is embedded throughout every stage of a person's career. Through our Adult Social Care Practice Academy, we will provide clear learning pathways that support induction, early career development, specialist practice, leadership and continuing professional development.

What We Will Do

- Deliver a structured induction programme for all staff.
- Embed the Adult ASYE Academy.
- Use Practice Standards to define and support good practice.
- Align workforce development with quality assurance findings.
- Support specialist qualifications and apprenticeships.
- Promote reflective learning and professional development.

How We Will Measure Success

- Induction completion rates.
- ASYE completion and retention rates.
- Mandatory training compliance.
- Participation in learning opportunities.
- Health Check feedback regarding development.
- Audit findings relating to practice quality.

Priority Three: Practice Excellence and Quality Assurance

Why This Matters

Excellent practice does not happen by chance. It requires clear standards, effective supervision, robust quality assurance and a culture where learning and improvement are part of everyday practice.

Quality assurance helps us understand what is working well, identify opportunities for improvement and ensure adults and carers receive high-quality support.

Our Ambition

We will create a culture where learning, reflection and continuous improvement are central to practice.

Our Practice Standards and Quality Assurance Framework will provide the foundations for consistent, strengths-based and outcome-focused practice across Adult Social Care.

What We Will Do

- Embed Adult Social Care Practice Standards.
- Strengthen audit and observation activity.
- Use feedback from adults and carers to inform improvement.
- Learn from Safeguarding Adult Reviews, complaints and compliments.
- Strengthen Practice Improvement Meetings.
- Promote a culture of learning and professional curiosity.

How We Will Measure Success

- Practice audit outcomes.
- Observation of practice findings.
- Adult and carer feedback.
- Making Safeguarding Personal outcomes.
- Complaints and compliment's themes.
- Evidence of learning from quality assurance activity.

Priority Four: Equity, Inclusion and Belonging

Why This Matters

We want Adult Social Care to be a place where everyone feels valued, respected and able to be themselves.

A positive and inclusive workplace culture supports wellbeing, retention, professional growth and ultimately improves outcomes for adults and carers.

Our Ambition

We will create a culture where diversity is valued, inclusion is embedded and belonging is experienced by all.

We want staff to feel safe, respected, heard and supported throughout their careers.

What We Will Do

- Promote inclusive leadership.
- Strengthen workforce engagement and voice.
- Embed anti-discriminatory and human-rights-based practice.
- Support Equity, Inclusion and Belonging initiatives.
- Review workforce equality data.
- Create psychologically safe working environments.

How We Will Measure Success

- Health Check results.
- Workforce survey findings.
- Workforce diversity data.
- Retention and progression data.
- Staff feedback regarding inclusion and belonging.
- Voice of the Workforce themes.

Priority Five: Leadership, Supervision and Professional Accountability

Why This Matters

Leadership influences culture, workforce wellbeing, professional development and practice quality.
Strong leadership and reflective supervision create the conditions for excellent practice and continuous improvement.

Our Ambition

We will develop visible, compassionate and inclusive leaders who support high standards of practice and workforce wellbeing.

What We Will Do

- Develop future leaders.
- Strengthen succession planning.
- Promote reflective supervision.
- Support professional accountability.
- Invest in leadership development.
- Strengthen professional leadership across Adult Social Care.

How We Will Measure Success

- Supervision compliance.
- Appraisal completion rates.
- Leadership development participation.
- Internal promotion rates.
- Workforce feedback regarding leadership.
- Retention of managers and leaders.

Priority Six: Workforce Wellbeing and Experience

Why This Matters

Supporting the wellbeing of our workforce is essential to maintaining high-quality practice, workforce resilience and positive outcomes for adults and carers.

Our Ambition

We will create a workplace where staff feel valued, supported and able to thrive.

What We Will Do

- Promote workforce wellbeing.
- Support flexible and healthy ways of working.
- Strengthen workforce engagement.
- Use workforce feedback to inform improvement.
- Celebrate achievement and success.
- Support healthy and sustainable workloads.

How We Will Measure Success

- Sickness absence levels.
- Workforce wellbeing survey findings.
- Staff retention.
- Stay and exit interview themes.
- Health Check wellbeing indicators.
- Workforce engagement activity.

Priority Seven: Innovation and Digital Practice

Why This Matters

Technology and innovation have an important role in reducing bureaucracy, improving efficiency and enabling practitioners to spend more time with adults and carers.

Our Ambition

We will use technology responsibly to support good practice, improve workforce experience and enhance outcomes for adults and carers.

What We Will Do

- Continue to develop digital recording solutions.
- Explore opportunities linked to artificial intelligence.
- Reduce unnecessary bureaucracy.
- Improve digital confidence and capability.
- Use technology to support quality assurance and improvement.

How We Will Measure Success

- Workforce feedback regarding technology.
- Recording quality and timeliness.
- Audit findings.
- Digital learning participation.
- Evaluation of digital tools.
- Service improvement outcomes.

Priority Eight: Partnerships, Communities and Co-production

Why This Matters

Adults achieve the best outcomes when services, communities and individuals work together.

Strong partnerships and co-production support strengths-based practice, prevention and personalised care.

Our Ambition

We will strengthen partnerships and place lived experience at the heart of service development and workforce learning.

What We Will Do

- Promote co-production.
- Increase lived experience involvement.
- Strengthen community-based approaches.
- Support carers.
- Enhance partnership working.
- Use lived experience to inform workforce development.

How We Will Measure Success

- Adult and carer feedback.
- Co-production activity.
- Carer outcomes.
- Partnership feedback.
- Community engagement activity.
- Lived experience involvement.

Priority Nine: Workforce Planning, Governance and Continuous Improvement

Why This Matters

Effective workforce planning and governance help ensure that Adult Social Care remains sustainable, responsive and able to meet future demand.

Our Ambition

We will use workforce intelligence, quality assurance and feedback to continuously improve services and develop our workforce.

What We Will Do

- Strengthen workforce planning.
- Use data to inform decision-making.
- Maintain strong governance arrangements.
- Monitor workforce risks.
- Align workforce development with future service needs.
- Use learning to drive improvement.

How We Will Measure Success

- Workforce planning indicators.
- Recruitment and retention data.
- Workforce dashboards.
- Quality assurance reports.
- CQC assurance evidence.
- Performance and workforce outcomes.

7. Putting the Strategy into Practice

This strategy provides the framework for workforce development, learning and practice improvement across Adult Social Care between 2026 and 2029.

Successful delivery will require collective ownership across the organisation. Workforce development is not the responsibility of a single team or individual; it is everyone's responsibility. Leaders, managers, practitioners and support services all play a role in creating a culture of learning, continuous improvement and professional excellence.

The strategy will be delivered through a range of existing and developing frameworks, including:

- The Adult Social Care Practice Academy.
- The Adult ASYE Academy.
- The Induction Framework.
- The Practice Standards Framework.
- The Quality Assurance Framework.
- Supervision and Appraisal arrangements.
- Equity, Inclusion and Belonging initiatives.
- Practice Improvement Meetings.
- Workforce engagement and Voice of the Workforce activity.

Together, these mechanisms will support the delivery of the strategic priorities and ensure that workforce development remains aligned to the needs of adults, carers, communities and the wider organisation.

Learning from quality assurance activity, safeguarding reviews, workforce feedback, lived experience and service performance will continue to shape workforce priorities throughout the life of the strategy. This will enable us to remain responsive to emerging challenges, changes in legislation and opportunities for innovation and improvement.

A delivery plan will sit alongside this strategy and will be reviewed regularly to monitor progress, identify risks and celebrate achievements. Progress will be reported through existing governance arrangements and will inform future workforce planning and service development activity.

Ultimately, the success of this strategy will be measured not only by workforce indicators, but by the experiences and outcomes of the adults and carers we support. By investing in our workforce, supporting professional development and creating a culture of learning and belonging, we will strengthen our ability to deliver high-quality, strengths-based Adult Social Care across Redcar and Cleveland.

8. Conclusion

Our workforce is our greatest strength.

This strategy sets out our commitment to attracting, developing and supporting a workforce that is skilled, compassionate, inclusive and committed to continuous improvement.

By investing in our people, embedding a strong learning culture and maintaining a focus on quality and outcomes, we will ensure that Adult Social Care in Redcar and Cleveland continues to support adults and carers to live safe, well and meaningful lives.

