

ASC Workforce Strategy 2025-27

Update to Health & Care Scrutiny
25th November 2025

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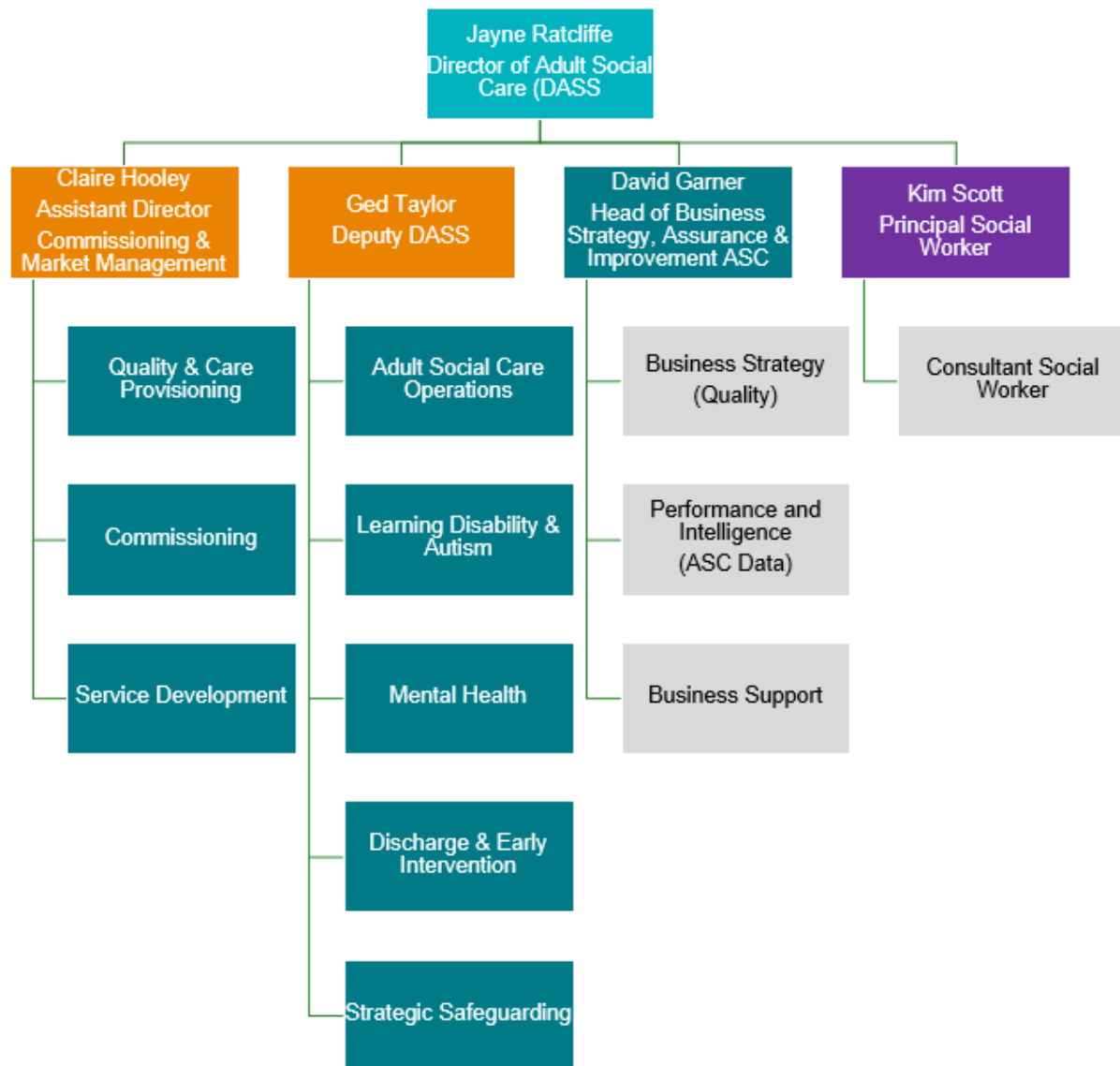


ASC Vision & Strategy

- The vision for ASC in Oldham is to **‘Support residents to be independent, healthy, safe and well’** – this is underpinned by the Adult Social Care Strategy.
- The focus of the strategy is to enable residents to live as independently as possible, with minimal reliance on the Council, through early intervention, preventative services, and strengths-based ways of working.
- To do this we need to have a workforce at full capacity who feels valued, who are well trained and who want to remain working in Oldham. To do this we have prioritized **Recruitment Support, Training** and **Being Valued** within the ASC Workforce Strategy.

Adult Social Care Structure

- Number of established posts: **245**
- Number of vacancies: **36**
- Specialist roles are a struggle, and link to our areas of focus for the workforce strategy



Oldham's Adult Social Care Sector

- Skills for Care publish the ASC Workforce Data Set annually in Autumn which reflects data from the previous year ([Oldham Summary](#)).

It is reported that:

- There are around 8,200 social care posts in Oldham, comprising of 300 vacancies.
- The remaining 7,800 filled posts were split between LAs (3%), independent sector providers (74%), and posts working for direct payment recipients (23%).
- It is estimated that the staff turnover rate in Oldham 15.7% which was lower than the regional average of 23.5% and lower than England at 23.7%.
- Similarly, the vacancy rate in Oldham was 2.8%, which was lower than the regional average of 6.5% and lower than England at 6.8%

ASC Workforce Strategy - Key Priorities

Area	Our key priorities
Vision & Values	<ul style="list-style-type: none"> ✓ Clearly define our vision, values and priorities of our workforce strategy aligned with the wider organisation's priorities. ✓ Take timely action to implement changes and new developments as part of our workforce strategy.
Roles	<ul style="list-style-type: none"> ✓ Promote the variety of different roles available across adult social care sector. ✓ Clear define our career development and progression pathways. ✓ Continue to encourage and promote social work apprenticeship opportunities.
Recruitment	<ul style="list-style-type: none"> ✓ Improve and streamline our recruitment and selection processes to ensure these are effective and easy to navigate. ✓ Explore opportunities for a values-based recruitment model which is aligned to our organisation values and culture.
Training & Development	<ul style="list-style-type: none"> ✓ Implement a robust and attractive training programme that encourages and enables the continued professional development of our workforce. ✓ Embed a robust programme of supervision and annual appraisal in line with our professional supervision policy. ✓ Ensure detailed annual Training and Learning Needs Assessments are completed as part of supervisions and appraisals. ✓ Develop and grow our collaborative working arrangements with our partners e.g. education, social care providers, health partners and more. ✓ Continue to work with the GM social work academy and promote the available resources, forums and opportunities to our workforce.
Progression & Retention	<ul style="list-style-type: none"> ✓ Implement our ASC career development framework and progression policy. ✓ Focus on 'growing our own' talent and supporting our existing workforce to maximise their capabilities and develop their careers with us in Oldham. ✓ Promote and embrace our partnership opportunities for leadership development via the GM leadership and Moving Up programme

Priority 1: Vision & Values

Our key priorities

- ✓ Clearly define our vision, values and priorities of our workforce strategy aligned with the wider organisation's priorities.
- ✓ Take timely action to implement changes and new developments as part of our workforce strategy.

Progress to date

- Workforce Strategy launched in May 2025 at ASC Staff Conference
- Engagement undertaken with staff to gather their views and feedback on what activities are needed to implement the workforce strategy.
- Feedback collated and analysed – key themes used to inform the development of ASC Workforce Delivery plan.
- Monthly ASC Workforce Group, chaired by Deputy DASS, provides oversight of progress against plan.

Priority 2: Roles

Our key priorities

- ✓ Promote the variety of different roles available across adult social care sector.
- ✓ Clear define our career development and progression pathways.
- ✓ Continue to encourage and promote social work apprenticeship opportunities.

Progress to date

- ASC landing page on Greater Jobs recruitment site reviewed and updated – further opportunity to include videos and case studies linked to recruitment campaign
- Next cohort of social work degree apprentices started

Planned activities to March-26

- Explore volunteering opportunities within ASC
- Develop work experience offer for ASC, MioCare & OTC
- Explore requirements for non-social work apprenticeships across ASC

Priority 3: Recruitment

Our key priorities

- ✓ Improve and streamline our recruitment and selection processes to ensure these are effective and easy to navigate.
- ✓ Explore opportunities for a values-based recruitment model which is aligned to our organisation values and culture.

Progress to date

- Review completed of current recruitment activities and practices and improvements made to tracking and monitoring processes.
- Engaging with corporate support teams to explore opportunities to streamline and further digitise recruitment processes.
- Commissioning an external agency to develop a recruitment campaign for hard to fill roles.
- Developing set of ASC values-based interview questions

Planned activities to March-26

- Deliver recruitment campaign for hard to fill roles
- Develop talent pipeline plan, to include colleges, universities, & partners

Priority 4: Training & Development

Our key priorities

- ✓ Implement a robust and attractive training programme that encourages and enables the continued professional development of our workforce.
- ✓ Embed a robust programme of supervision and annual appraisal in line with our professional supervision policy.
- ✓ Ensure detailed annual Training and Learning Needs Assessments are completed as part of supervisions and appraisals.
- ✓ Develop and grow our collaborative working arrangements with our partners e.g. education, social care providers, health partners and more.
- ✓ Continue to work with the GM social work academy and promote the available resources, forums and opportunities to our workforce.

Progress to date

- Workshops and staff survey held to gather views on current training offer and approach – results being collated and analysed.

Planned activities to March-26

- Undertake annual appraisals in line with wider council timeframes.
- Annual learning needs analysis and development of plan to address gaps in current training offer, particularly for non-social work roles.
- Develop SharePoint pages and communication to promote current training offer and available resources (internal & external) to workforce.

Priority 5: Progression & Retention

Our key priorities

- ✓ Implement our ASC career development framework and progression policy.
- ✓ Focus on 'growing our own' talent and supporting our existing workforce to maximise their capabilities and develop their careers with us in Oldham.
- ✓ Promote and embrace our partnership opportunities for leadership development via the GM leadership and Moving Up programme

Progress to date

- Social work progression policy updated and published
- Approach for social work registration fees being reviewed
- Themes and trends for leavers reviewed on a quarterly basis
- Two ASC staff selected for GM leadership programme

Planned activities to March-26

- Map progression pathways for non-social worker roles
- Produce ASC Career Development Framework