

# Isle of Wight Social Care and Health Workforce Strategy 2025

# Contributions

The following organisations are recognised for having contributed towards the development of this system workforce plan



**Isle of Wight  
Council**



**Mountbatten**



**Hampshire and  
Isle of Wight Healthcare**  
NHS Foundation Trust



Isle of Wight  
Care Partnership



**Isle of Wight**  
NHS Trust



**Community  
Action  
Isle of Wight**  
*at the Riverside*

# Overview

This Workforce Strategy has been developed by social care and health providers and commissioners who provide care and support to residents of the Isle of Wight of all ages. It sets out where we are now and our joint ambitions for the future workforce.



No single organisation, working alone, can resolve the current workforce challenges that we face on the Island, nor can they seek to influence the way in which our workforce is shaped but together it is hoped that this strategy can achieve the change that is required to continue to meet the care and support needs of the Isle of Wight's population.



## Where we are now

We know that as our Island population ages the care and support need that they have will increase. With our current workforce will be unable to meet the demand that the increase in need places upon us. We need to look to do things differently if we are going to be able to continue to serve our local population effectively.

**Skills shortage**

**Skills funding**

**Budgetary pressures**

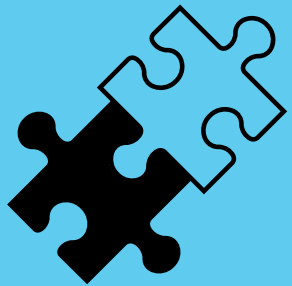
**Next generation workforce**

**Recruitment challenges**

**Aging profile**

# Where we are now

Maintaining a skilled and compassionate workforce is core to delivery of both social care and health support for Island people.



Historically recruitment has been a challenge, and this continues to be the case for specialist roles.

To continue to meet the needs of local people we need to ensure that we have in place a robust workforce strategy that makes best use of the skill set of staff.

Ensuring that the right person undertakes the right task, in the right place and at the right time is core to sustainability for the Islands care and health sector moving forward.



We have strength in our skills mix, our continued investment in supporting learning



and development and career progression ensures that loyalty of staff is rewarded whilst maintaining essential support for our wider community.



The continued development of a sector where our workforce are empowered and engaged requires ongoing commitment.



Ensuring that staff are encouraged to operate in a way that ensures appropriate challenge and support is essential along with recognising their efforts and celebrating their successes.



**Enabling greater collaboration for workforce planning**

# Current workforce: stocktake

Working together across all sectors of the social care and health sectors a full stocktake has been undertaken. The stocktake has enabled a clear picture of the current workforce position to be established.

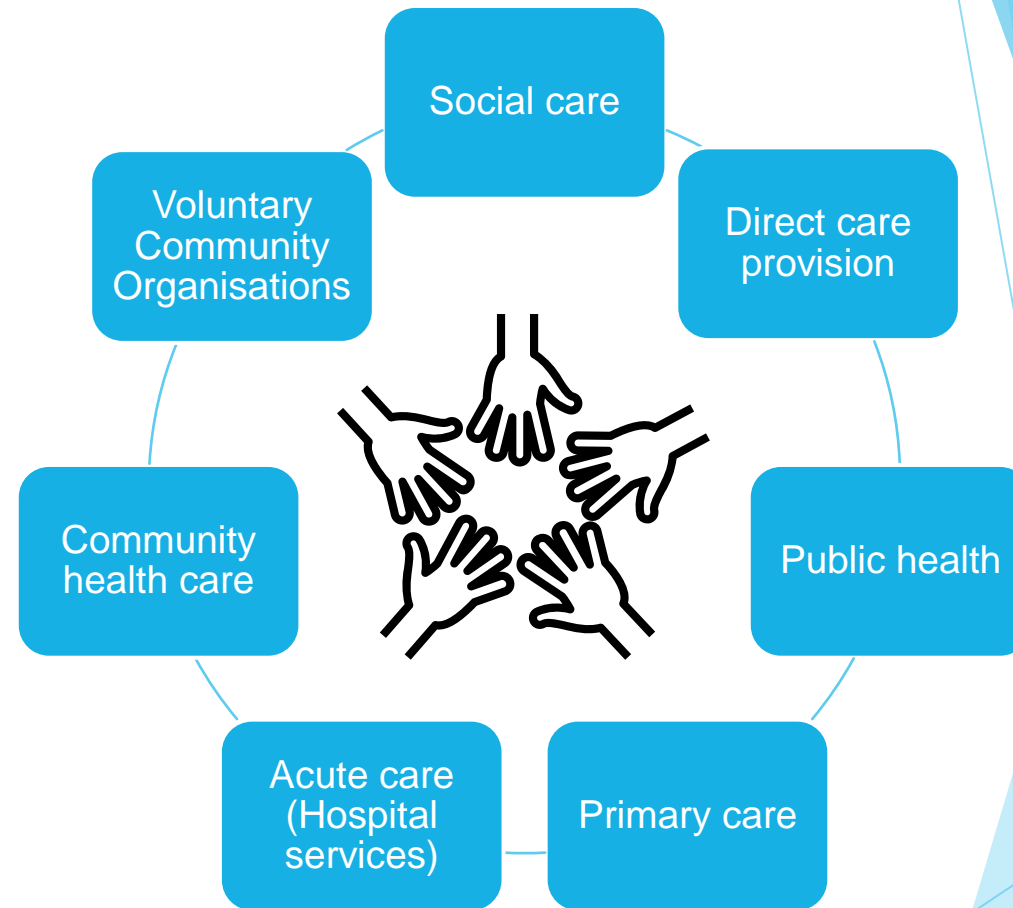
Data gathered provides insight into:

Staffing numbers

Salaries

Vacancy rates

Roles that are  
challenging to fill





# Skill for Care 'State of care' report

## ✓ Information relating to our workforce:

### A summary of the adult social care sector and workforce in Isle of Wight 2023/24



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 2023/24 the adult social care sector in England had an estimated 18,500 organisations with 40,000 care-providing locations and a workforce of around 1.84 million posts. The total number of posts in Isle of Wight was around 5,800 in 2023/24. This was comprised of 5,400 filled posts and 400 vacant posts across all sectors.



Since the previous year, the total number of posts has increased by 75 (2%), the number of filled posts has increased by 150 (3%) and the number of vacancies has decreased by 75 (14%).

The estimated 5,400 filled posts were split between local authorities (12%), independent sector providers (74%), posts working for direct payment recipients (10%) and other sectors (4%).

In 2023/24, the CQC register showed there were 104 regulated services in Isle of Wight; 65 were residential and 39 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 South East region will increase by 33% (from 290,000 to 385,000 posts) between 2023/24 and 2040.

From here on, the figures in this report refer to the 4,600 filled posts in the independent sector and local authority only. Filled posts in other sectors are not included.

The independent sector information in this report was collected between April 2023 and March 2024, and local authority information dates from September 2023.

For information about changes in the workforce since March 2024, using monthly monitoring of the ASC-WDS, please see our [Workforce Intelligence website](#).

#### Recruitment and retention

Skills for Care estimates that the staff turnover rate in Isle of Wight was 29.3%, which was higher than the region average of 26.7% and higher than England at 24.8%. Not all turnover results in workers leaving the sector, around two thirds (64%) 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 Isle of Wight was 7.1%, which was similar to the regional average of 8.1% and similar to England at 8.1%.

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 which has impacted these trends.

Workers in Isle of Wight had on average 9.1 years of experience in the sector and 70% of the workforce had been working in the sector for at least three years.

We have many resources and tools available to help. Please visit our [values-based recruitment](#) page for more information. Skills for Care have also collaborated with the adult social care sector and people who draw on care and support to develop a [Workforce Strategy](#), which includes [attraction recommendations and commitments](#).

#### Employment information

We estimate Isle of Wight had 4,600 adult social care filled posts in the local authority and independent sectors. These included 375 managerial roles, 200 regulated profession roles, 3,300 direct care (including 2,400 care workers), and 800 other-non-care providing roles.

The average number of sickness days taken in the last year in Isle of Wight was 8.9, (5.1 in South East and 5.3 across England). With an estimated directly employed workforce of 4,200, this means employers in Isle of Wight lost approximately 37,000 days to sickness in 2023/24.

Over half of the workforce (57%) usually worked full-time hours in Isle of Wight and 43% were part-time.

Less than a quarter (12%) of the workforce were on zero-hours contracts.

#### Chart 1. Proportion of workers on zero hours contracts by area



#### Workforce demographics

The majority (74%) of the workforce in Isle of Wight were female, and the average age was 43.8 years old. Workers aged under 25 made up 9% of the workforce and workers aged 55 and above represented 29%. Given this age profile approximately 1,300 posts will be reaching retirement age in the next 10 years.



Across England 73% of the workforce identified as British, while in the South East region this was 67%. An estimated 84% of the workforce in Isle of Wight identified as British, 12% identified as of a non-EU nationality and 4% identified as of an 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 Isle of Wight (area), South East (region) and England. All figures represent the independent sector as at March 2024, except social workers which represent the local authority sector as at September 2023. At the time of analysis, the National Living Wage was £10.42.

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

	England	Region	Area
Full-time equivalent annual pay			
Social Worker**	£41,500	£42,900	£42,400
Registered nurse	£39,500	£40,800	£38,900
Hourly pay			
National Living Wage	£10.42	£10.42	£10.42
Senior care worker	£12.04	£12.29	£12.20
Care worker	£11.23	£11.39	£11.31
Support and outreach	£11.11	£11.15	£11.40

\*\*Local authority social workers only.

#### 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 55% of the direct care providing workforce in Isle of Wight hold a relevant adult social care qualification (43% in South East and 47% in England). Raw data from the ASC-WDS showed, of those workers without a relevant adult social care qualification recorded, 45% had five or more years of experience in the adult social care sector, 73% had engaged with the Care Certificate and 44% 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 care 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 9 of 'The State of the adult social care sector and workforce, 2024' 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 South East' and key workforce topic areas please see: [www.skillsforcare.org.uk/WIPublications](http://www.skillsforcare.org.uk/WIPublications)

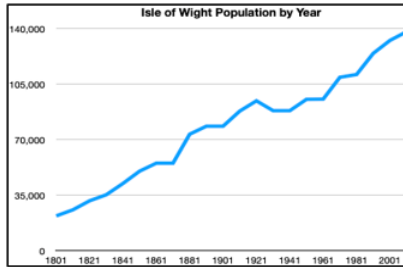
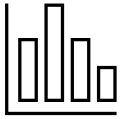
For more detail about the methodology used to create these estimates please see: [www.skillsforcare.org.uk/workforceestimates](http://www.skillsforcare.org.uk/workforceestimates)

#### 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)

# Our Communities: JSNA

## Isle of Wight demographics and population



The Isle of Wight lies off the south coast of mainland England and covers an area of 146.8 square miles (38.016 hectares or 380.16km<sup>2</sup>).

If we exclude the islands of Great Britain and Ireland, the Isle of Wight is the second largest Island by population in the UK, after Portsea Island just across the water in Portsmouth

The Isle of Wight is the 3<sup>rd</sup> smallest county in England and the 153<sup>rd</sup> largest of 314. English district authorities.

The Isle of Wight population density is 372 people per km<sup>2</sup> or 960 people per square mile. This is based on the mid 2019 population estimate of 141,538 people living in an island with an area of 384 km<sup>2</sup> or 148 square miles.

The Isle of Wight has a relatively high proportion of older people compared to working age adults and children.

According to mid-2018 estimates, 27.8% of people on the Isle of Wight are aged 65 or over, compared to 19.3% across the South East of England and 18.2% across England as a whole.

At the time of 1801 census, the Isle of Wight had a population of just 22,097 people.



- Since then, the population has steadily grown, increasing between almost every census. The only years in which the population has fallen are between 1921 and 1931, when the population fell from 94,666 to 88,454.
- The Isle of Wight population has been steadily growing again since then and between 2001 and 2011 it grew from 124,602 to 132,741.
- The Isle of Wight Council estimates that the population will increase to 171,200 by 2033.

The Isle of Wight has a high proportion of children and young people with special educational needs and disabilities

Information from Isle of Wight Population 2021 – UK Population Data



# Our Communities: JSNA



There are slightly more females (51%) than males. Compared to England, the Island has an older population structure. It has a greater proportion of the population aged 50 years and over, and a lower proportion of working age, 20 to 44 years.



The Island's population is expected to increase by 5.6% from 2020 to 2030, this equates to an increase of 8,000 people



Young people (aged 0 to 19 years) make up 19.1% of the population compared to 23.6% in England as a whole.



The Island has fewer young working-age people (aged 20 to 44 years) compared to England; 23.6% compared to 32.3%.



Older people, aged 70 years and over, make up 21.4% of the population compared to 13.6% nationally. 1.4% are in the 'oldest old' over 90 years population age group compared to 0.9% in England.



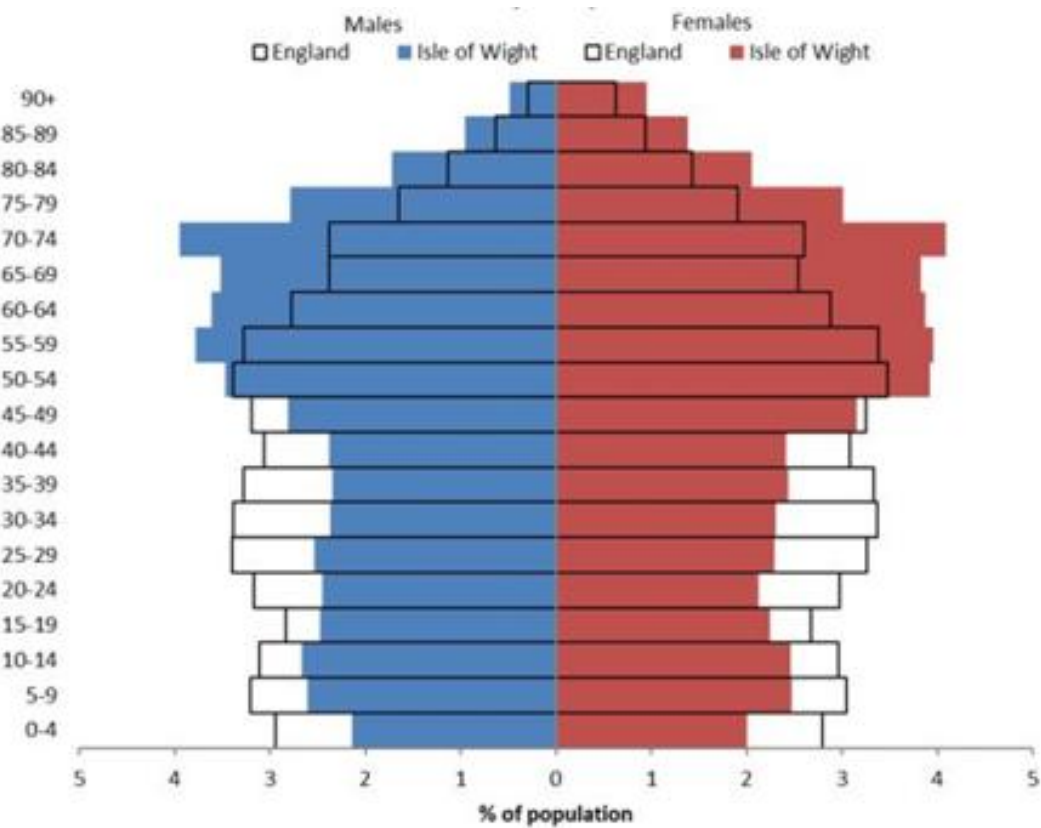
Looking forward, the ageing of the Island's population is set to continue with projections suggesting that by 2030 almost 34.5% of the population will be aged 65 or older, 17.3% aged 75 or older and 4.9% aged 85 or older.



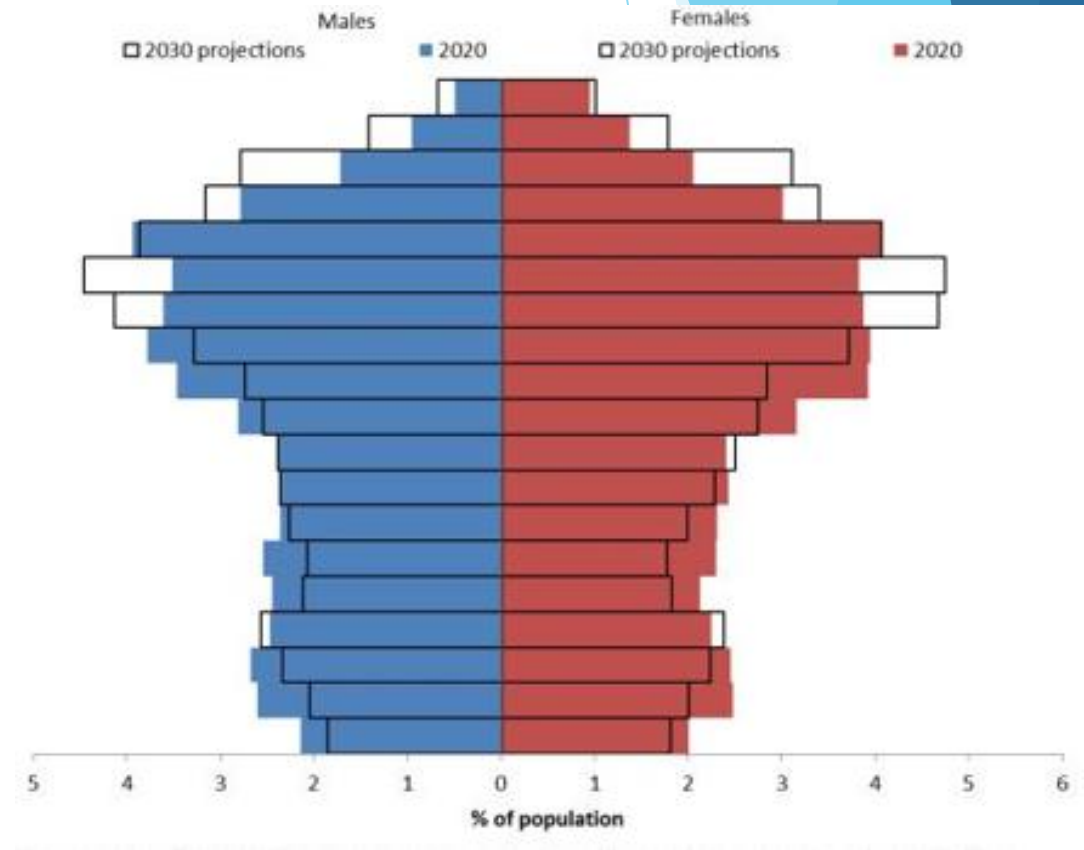
The proportion of the 85 years and over population is expected to increase from 5,378 to 7,358 people by 2030 – an increase of 36.8%.

# Our Communities:

Population pyramid of the Isle of Wight and England (2020)



Population pyramid of the Isle of Wight and England (2020 and 2030)



Source: Office for National Statistics (ONS) Mid-2020 Population Estimates

# The case for change

The case for change is perhaps best set out in the Social Care Workforce Strategy which provides the following:

## The shape of care is changing

- Changing needs mean we will increasingly need to integrate workforce focussing on personalisation, prevention and wellbeing. We will require new, different roles and skills to meet those changing needs. We can expect more care to be delivered in the community by personal assistants - an in coastal and rural areas, where we will need more care workers.



## The shape of work is changing

- People have different expectations of work after the COVID-19 pandemic. We hear that people want more purpose and flexibility. We need to make the most of the benefits of working in adult social care so that we can compete in the labour market. And crucially, working in adult social care must be rewarding and paid fairly.

## The shape of education is changing

- We need to adapt to new trends in education - including more use of technology and bite sized 'microlearning'.



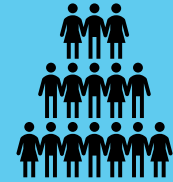
- A greater focus on soft skills like critical thinking, communication and teamwork, and more opportunities for lifelong learning.



The Governments newly announced 'Health Mission' sets out an ambition to secure 'a fairer Britain where everyone lives well for longer' will directly impact on the workforce for health and social care.

With the 3 key shifts:

- From Hospital to community
- From analogue to digital
- From treatment to prevention



Mean that it is essential that our workforce transforms to ensure the right care and support is available for people in the right place at the right time whilst focusing always on the deployment of digital solutions and on prevention.

# Recommendations and Commitments

The three key areas of focus for this new strategy will be:

## Recruitment

- Attraction
- Growing our own
- Care and health as a local career with longevity

## Retention

- What we can do to demonstrate the workforce is valued
- Improving the employment experience
- Our collective learning & development offer

## Transformation

- Recognise and quantify the risk associate with our collective aging workforce
- Develop initiatives to support recruitment of younger people - care and health as an early career of choice
- Recognise huge value and knowledge in our older workforce and identify ways of capturing this experience to support new employees

# Implementation

1

- Development of delivery plans for each of the Key Areas of focus

2

- Identified Senior Responsible Officer for each Key Area

3

- Task and finish groups focused on delivery linked to each Key Area

4

- Bi-monthly System Workforce Group providing oversight and governance around delivery plans

5

- Quarterly reporting to Island Health and Care Partnership documenting progress and delivery



# Development Focus - Recruitment

Given the challenges in recruiting the right people to our care and health roles we need to ensure that our activities are aligned, designed for maximum impact and focus on attracting people who are committed to staying. Our recruitment activities will be focused on:

- ▶ The steps we can take to attracting quality candidates to our roles.
- ▶ Supporting our own staff with their career progression by 'growing our own'.
- ▶ Working together in joint recruitment activities including whole 'system' careers events.
- ▶ Continuing our commitment to values-based recruitment.
- ▶ Taking steps to make it as easy as possible for people to apply for our jobs.
- ▶ Promoting a career in Care and Health to young people.
- ▶ Recognising the change in our community, seeking to reflect in our recruitment a desire to attract and support people from global majorities.

# Development Focus - Retention

There are many proven retention strategies that have delivered impact in other sectors this strategy will seek to develop proposals for implementation in relation to the following:

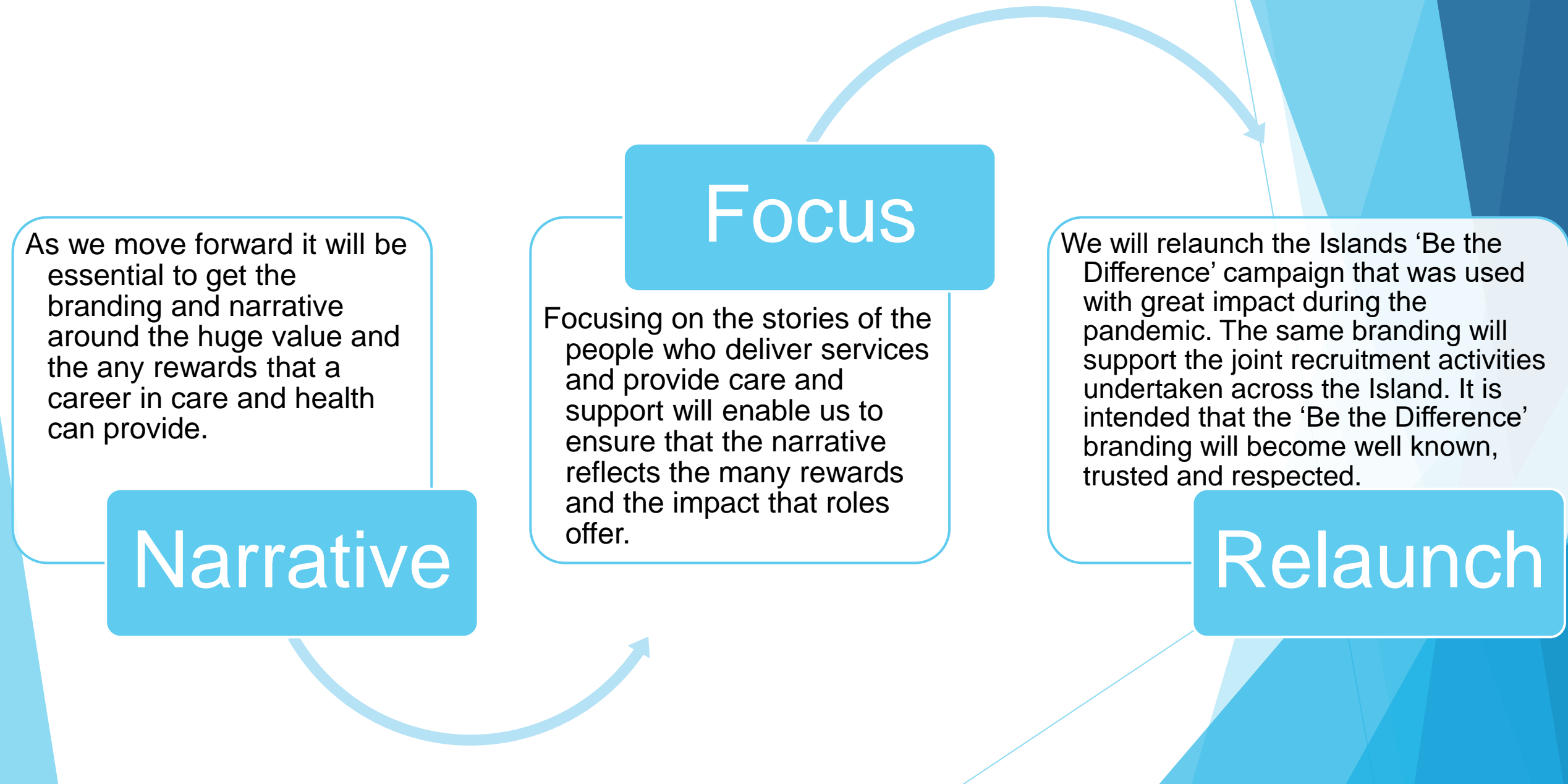
- ▶ Better career opportunities.
- ▶ Prioritising culture and creating a culture that people want to be a part of.
- ▶ Providing flexibility in relation to work offer.
- ▶ Recognise and promote a positive work/life balance.
- ▶ Provide management and leadership that ensures and supports retention.
- ▶ Recognise and reward the workforce for their work.
- ▶ Ensuring a positive well-being offer in place for the workforce.
- ▶ Offering learning & development opportunities that promote professional development.
- ▶ Identified support for retention for people with protected characteristics.

# Development Focus - Transformation

Our Islands social care and health workforce mirrors the demography of our local area. With a large number of the Islands workforce being aged 55+, this creates a future pressure on workforce capacity and succession planning is essential to ensure that the needs of local people can continue to be met. It is necessary to transform our workforce, ensuring that whilst we may lose the people who have been so committed to delivering care and support, we ensure that their experience, skills and knowledge are not lost to the sector. We shall:

- ▶ Map and align our young people and 'starter' initiatives.
- ▶ Promote a wide range of apprenticeships and traineeships to enable skills to be developed within our current workforce.
- ▶ Develop an offer relating to mentoring to ensure the sharing of knowledge and experience.
- ▶ Promote and identify the workforce sharing agreement that is already in place (and explaining the same) to support people moving around our local system.
- ▶ Identifying key specialist roles that are difficult to recruit to and developing a system approach to maximise success.
- ▶ Next generation workforce planning, linked to maturity matrix.

# Branding – we need to get it right!



# Next steps – some quick wins:



Establish Key Areas as our programme of work



Develop and deploy a 'whole system' exit interview template



Establish a bi-annual workforce satisfaction survey to inform future activities



Identify practical support to ensure that applying for roles in care and health is as easy as possible



# Medium/Long term actions:



Ensure that there are robust processes in place to collate data regularly to evidence impact of the work undertaken in the Key Areas.



Shift workforce narrative to ensure vision is one of a **WHOLE SYSTEM** workforce, a single Isle of Wight Team!



Consider our joint approach to inclusion and promotion of diversity in our workforce



Work together to develop an Isle of Wight Charter for Care and Health employers

# Related strategies and background information



National Workforce  
Strategy for Adult  
Social Care



Hampshire & Isle of  
Wight Integrated  
Care Board  
Workforce Strategy



Workforce  
Stocktake



Skills for Care –  
State of Care report