

A summary of the adult social care sector and workforce in Norfolk

2024/25

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 2024/25 the adult social care sector in England had an estimated 19,000 organisations with 42,000 care-providing locations and a workforce of around 1.71 million posts. The total number of posts in Norfolk was around 29,000 in 2024/25. This was comprised of 28,000 filled posts and 1,900 vacant posts across all sectors.



Since the previous year, the total number of posts were similar, the number of filled posts has increased by 500 (1.9%) and the number of vacancies has decreased by 325 (14.2%).

The estimated 28,000 filled posts were split between local authorities (13%), independent sector providers (78%), and posts working for direct payment recipients (10%).

In 2024/25, the CQC register showed there were 516 regulated services in Norfolk; 325 were residential and 191 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 Eastern region will increase by 29% (from 185,000 to 239,000 posts) between 2024/25 and 2040.

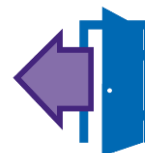
From here on, the figures in this report refer to the 25,000 filled posts in the independent sector and local authority only. Filled posts in other sectors are not included.

The independent sector information in this report was collected between April 2024 and March 2025, and local authority information dates from September 2024.

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 Norfolk was 20.9%, which was lower than the region average of 23.6% and lower than England at 23.7%. Not all turnover results in workers leaving the sector, around two thirds (61%) 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 Norfolk was 6.2%, which was similar to the regional average of 7.1% and similar to England at 6.8%.

Across England, the vacancy rate has decreased compared to last year and the number of filled posts has increased. This has occurred despite a decline in international recruitment

Workers in Norfolk had on average 9.6 years of experience in the sector and 74% 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 Norfolk had 25,000 adult social care filled posts in the local authority and independent sectors. These included 2,100 managerial roles, 1100 regulated profession roles, 17,000 direct care (including 13,500 care workers), and 4,900 other non-care providing roles.

The average number of sickness days taken in the last year in Norfolk was 4.6, (4.1 in Eastern and 4.8 across England). With an estimated directly employed workforce of 23,500, this means employers in Norfolk lost approximately 107,000 days to sickness in 2024/25.

Around half of the workforce (50%) usually worked full-time hours in Norfolk and 50% 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 (78%) of the workforce in Norfolk were female, and the average age was 44.2 years old.



Workers aged under 25 made up 7% of the workforce and workers aged 55 and above represented 28%. Given this age profile approximately 7,000 posts will be reaching retirement age in the next 10 years.

Across England 69% of the workforce identified as British, while in the Eastern region this was 66%. An estimated 77% of the workforce in Norfolk identified as British, 16% identified as a non-EU nationality and 8% identified as 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 Norfolk (area), Eastern (region) and England. All figures represent the independent sector, as at March 2025, except social workers which represent the local authority sector, as at September 2024. At the time of analysis, the National Living Wage was £11.44.

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

	England	Region	Area
Full-time equivalent annual pay			
Social Worker**	£43,000	£41,100	£39,100
Registered nurse	£41,300	£40,900	£41,100
Hourly pay			
National Living Wage	£11.44	£11.44	£11.44
Senior care worker	£12.91	£12.84	£12.82
Care worker	£12.18	£12.18	£12.15
Community support and outreach	£12.20	£12.08	£12.13

**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 42% of the direct care providing workforce in Norfolk hold a *relevant* adult social care qualification (42% in Eastern and 45% in England). Raw data from the ASC-WDS showed, of those workers without a relevant adult social care qualification recorded, 60% had five or more years of experience in the adult social care sector, 73% had engaged with the Care Certificate and 91% had completed non-statutory 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:

- Those aged under 25 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.
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For more information please see Chapter 9 of 'The State of the adult social care sector and workforce, 2025' available [here](#).

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 Eastern' and key workforce topic areas please see [here](#).

For more detail about the methodology used to create these estimates please see [here](#).

Interactive visualisations

Two interactive visualisations have been created at 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 [here](#).

For more information please email analysis@skillsforcare.org.uk