

Sheffield Care Sector Workforce Development Strategy

Delivery Plan 2023 to 24

Theme	Milestone/action	By when	Lead	RAG
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Adult Health and Social Care: Care Sector Workforce Development Strategy Delivery Plan 2023 – 2024

Our Vision and Ambitions for people of Sheffield

Our vision is that ‘everyone in Sheffield lives in a place they can call home, in communities that care, doing things that matter to them, celebrated for who they are - and when they need it, they receive care and support that prioritises independence, choice, and recovery.

The vision is centred around delivery of five outcomes and six commitments. The Commitments and outcomes are the guiding principles we will follow and how we deliver the strategy. They show how we’ll achieve our outcomes and highlight what we want to do better.

Our Commitment to Valuing our Adult Social Care Workforce

Adult social care is made up of a complex system of organisations that provide care and support to a significant proportion of Sheffield’s population. Adult social care across the city faces substantial workforce challenges, including the ongoing effects of the coronavirus pandemic, pay and conditions, an aging workforce and recruitment and retention concerns.

The Delivery Plan is structured to deliver on the outcomes needed to develop a long term and ambitious response that commits to improving the lives and conditions of people who work in Adult Social Care.

This Delivery Plan aims to support the ambitions and governance roles of the Committee by setting out clear: -

- ✓ Performance and governance milestones so people and Carers experience timely and effective support which achieves their outcomes.
- ✓ Involvement milestones so that people feel involved in planning and development of services aimed to value the care sector workforce.
- ✓ Delivery milestones which promote multi-agency approaches towards workforce development.

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What is the Sheffield Care Sector Workforce Development Strategy 2023 – 2026?

The health and social care system in Sheffield is facing urgent and long-term pressures. We know that there is a shortage in carers and support workers and that the COVID Pandemic and Brexit have impacted the labour market significantly with skills shortages.

To achieve this, we need to have a sustainable and valued social care workforce for the future, given the increasing demand for support as the population grows and ages, and as care moves closer to home, become more integrated, and new models emerge. This will require a coordinated commitment to the workforce, delivered through a workforce strategy.

The strategy and the high-level plan within it are a starting point. They set our vision, values, and direction, but we need to work with our communities, partners and workforce to figure out what comes next together.

The strategy will be accompanied by an annual delivery plan that set out the detail we'll need. The strategy is a long-term vision, and we know how quickly situations change and priorities shift.

We'll make sure our citizens and workforce can be more involved in helping set these plans and priorities through our governance structure. Our delivery plans will be published and shared. We will set up ways for people to hear our progress and challenge us where things aren't working.

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What Does Good Look Like?

We have started this delivery plan by setting out some initial indicators of what we think good looks like and to improve care sector workforce outcomes and experiences of workforce and development.

- ✓ Work with employers to embed workforce planning.
- ✓ Work with employers to implement values-based recruitment when recruiting staff.

Increasing Recruitment in Adult Social Care

- ✓ Improve graduate and apprenticeships opportunities.
- ✓ Work with schools and colleges to support employment into social care.
- ✓ Development of external recruitment methods
- ✓ Support ASYE
- ✓ Support integration of roles between Health and Social Care

Increasing Retention in Adult Social Care

- ✓ Improve learning and development offer.
- ✓ Support health and social care learning and development and career development pathways
- ✓ Work closely with partners to co-design Health and Social Care Academy
- ✓ Support talent management, leadership and management training and systems leadership across health and social care
- ✓ Work closely with partners to develop portable certificates.

Improving Conditions for Adult Social Care Workforce

- ✓ Support our workforce to meet future challenges.
- ✓ Support operational model.
- ✓ Support quality assurance
- ✓ Work closely with partners to deliver person centred approach to social care.
- ✓ Support the health and wellbeing of our workforce.

More Representative Adult Social Care Workforce

- ✓ Better understand our ASC workforce
- ✓ Support diversity, inclusion, and equality in ASC
- ✓ Work with communities to support social mobility and a move into careers in social care

The plan is to continue to develop these indicators in partnership with the people we support, carers and partners as we develop and embed our approach to Workforce Development in the city.

Value and Empower the Workforce

- ✓ Recognise the value of adult social care workforce.
- ✓ Consultation and co-production with the workforce
- ✓ Remuneration and Benefits
- ✓ Supporting our Provider Market

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Page 95 Value and empower the Adult Care Workforce	Undertake marketing campaigns to promote social care as a career choice and improve recruitment and retention	April 2024	Chief Social Work Officer	
	Monitor perception of social care in Sheffield and develop interventions to address themes arising.	April 2024	Sheffield Workforce Board	
	Co-design interventions which improve staff recognition, value, and reward of the workforce.	April 2024	Sheffield Workforce Board	
	Co-Design an approach promotes attendance, wellbeing, and value.	September 2023	Chief Social Work Officer	
	Establish and implement a Sheffield Adult Care Workforce Forum and Engagement Programme to support ongoing engagement and involvement of our workforce in the development and planning of services.	September 2023	Chief Social Work Officer	
	Implement recommissioning activities to improve the terms and conditions and the Foundation Living Wage for commissioned sector care staff.	September 2023	Assistant Director Commissioning and Partnerships	
	Implement action plan to mitigate high agency workforce costs of commissioned provider services.	September 2023	Assistant Director Commissioning Adults Services Sheffield Workforce Board	
	Work with partners to look at and resolve infrastructure issues such as affordable housing and public transport routes where these are identified as major blocks to	September 2023	Assistant Director Commissioning Adults Services Sheffield Workforce Board	

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	recruitment and retention of care workers or delivery of care services.			
Page 96 More Representative Adult Care Workforce	Commission research to improve the understanding of the Adult Care workforce including system pressures, benchmarking, workforce demographics, the rationale for people exiting health and care and workforce skills gaps	July 2023	Sheffield Workforce Board	
	Develop a shared approach to workforce planning with partners, including actions to respond to learning from workforce research.	2023/24	Sheffield Workforce Board	
	Co-Design and agree a plan to improve workforce equality and diversity, taking learning from SACHMA and Race Equality Commission reports, benchmarking and research to: - <ul style="list-style-type: none"> • remove barriers that people may face in equality and diversity in Adult Care and we will make sure that our workforce reflects the diversity of our population in Sheffield. • improve equality and representation of our workforce in social care including the implementation of values-based recruitment in ASC. • Promote social mobility, review ways to remove barriers and increase the diversity of top earners from BAME, Women, Disabled People and LGB groups within ASC. • Review the education and training offer for our workforce and increase awareness of diversity and inclusion through 	April 2024	Sheffield Workforce Board Chief Social Work Officer	

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	conversations on topics such as discrimination and anti-racism			
	Implement an annual Adult Care workforce census to inform annual workforce plan.	December 2023	Sheffield Workforce Board	
	Support core activity and delivery of the Sheffield City Council Unpaid Carers Delivery Plan 2022 – 2025 throughout the ASC workforce.	April 2024	Chief Social Work Officer	
Page 97 Increasing Recruitment	Co-design a SMART plan to improve recruitment in Sheffield to include: <ul style="list-style-type: none"> • Reducing costs associated with recruitment. This may include the development of a single point of access for recruitment in AHSC. • An enhanced recruitment strategy, including review of barriers to recruitment. • Targeted marketing campaign for social workers, occupational therapists, and social care professionals. • Effective Overseas Recruitment • Cross organisational recruitment methods and reduce barriers to recruitment in AHSC. 	September 2023	Sheffield Workforce Board	
	Review the apprenticeships offer, identify gaps in delivery and work with partners to agree actions to: <ul style="list-style-type: none"> • expand the apprenticeship offer. 	April 2024	Sheffield Workforce Board	

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Page 98	<ul style="list-style-type: none"> • promote apprenticeships as a viable career option • Improve access to, reduce underspend and make effective use of the apprenticeship levy 			
	Strengthen links with further education and partners across Adult Care.	April 2024	Sheffield Workforce Board	
	Strengthen partnerships with regional employment and skills strategies to make sure that adult care is well represented and is considered as part of the development of future strategies and plans.	April 2024	Sheffield Workforce Board	
	Increase the proportion of graduates coming from outside of the Adult Care. We will attract new talent from other professions and sectors.	April 2024	Sheffield Workforce Board	
	Agree a SMART plan, evidenced by metrics, to increase the number of placements opportunities across Adult Care and improve quality of ASYE placements.	2023/24	Sheffield Workforce Board	
	Support the volunteer workforce to move more easily into paid employment.	April 2024	Sheffield Workforce Board	
	We will support our personalisation and direct payments colleagues to improve recruitment of personal assistants.	2023 - 26	Strategic Commissioner Direct Payments	

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 99</p> <p>Improving Retention</p>	<p>Complete a collaborative review of health and social care learning and development opportunities alongside partner organisations.</p>	<p>2023/24</p>	<p>Sheffield Workforce Board</p>	
	<p>Co-design a Health and Social Care Academy for Sheffield.</p>	<p>2023 - 26</p>	<p>Chief Social Work Officer & Sheffield Workforce Board</p>	
	<p>Agree and implement a joint health and social care learning and development and career pathway offer in Sheffield which includes:</p> <ul style="list-style-type: none"> • cross system career opportunities and organisational structures to support career pathways. • development of specific roles to promote integration. • the implementation of portable care certificates and qualifications across the health and social care system. • upskill care workers to support people with multiple conditions and sensory deprivation to live as independently as possible. • develop our collective understanding of the potential of assistive technology and equipment available for the benefit of people who receive services, particularly those wishing to remain in the home 	<p>2023 - 26</p>	<p>Sheffield Workforce Board</p>	

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Page 100	<ul style="list-style-type: none"> • Maintain and promote training exchanges whereby smaller organisations can access individual places on training and development programmes for all groups of staff • Maintain/Enhance the support offered to the Personal Assistant workforce through Skills for Care with a bespoke and targeted learning offer that begins from induction • Agree system-wide approach to volunteer recruitment and initiatives to allow easier movement between roles and organisations 			
	Increase access to learning and development funding for the workforce.	2023/24	Sheffield Workforce Board	
	Further develop systems leadership across AHSC, including talent management and succession planning for staff including transitional development and support for registered managers.	2023 - 26	Sheffield Workforce Board	
	Launch a Sheffield City Council Practice Development and Learning and Development Plan for SCC workforce.	March 2023 with activity throughout 2023/24	Chief Social Work Officer	
Improving Conditions for	Fully implement a practice development assurance framework . This sets out our ambition to achieve LGA	December 2023	Chief Social Work Officer	

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the Adult Social Care Workforce	workforce standards for Social Work and implement a practice development focus across Adult Care.			
	Commission research to improve the understanding of the practical activities which will improve the working conditions and environment for staff across the sector and use recommendations to inform a SMART action plan.	July 2023	Sheffield Workforce Board	
	Embed LGA workforce standards and investors in people across the care sector.	April 2024	Chief Social Work Officer and Sheffield Workforce Board	
	Work with partners to remove barriers to integration and work with system partners to adapt to changing demands.	2023 - 26	Sheffield Workforce Board	
	Use our Market Position Statement, Skills for Care data, and national social care demand forecasts, to plan and predict the changing nature of the health and social care workforce.	2023 - 26	Sheffield Workforce Board	
	Implement the workforce element of the Sheffield Joint Health and Social Care Wellbeing Outcomes Framework	2023 - 26	Sheffield Workforce Board	
	We will improve access to ICS wellbeing support throughout the social care workforce in Sheffield.	2023 - 26	Sheffield Workforce Board	

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	We will work closely with partners from across H&SC to improve access to wellbeing support for ASC workforce.	2023 - 26	Sheffield Workforce Board	
	Implement benchmarking and measures to review workforce morale and wellbeing across the sector.	To launch 2023/24	Sheffield Workforce Board	
	We will implement the 'Sheffield City Council AHSC Being Healthy at Work Plan 2022 – 2024'	September 2023	Chief Social Work Officer	

Risks Page 102				
	Lack of stakeholder and partner engagement may prevent successful implementation of workforce initiatives.			
	Lack of defined budget for workforce activity may delay or prevent implementation of workforce initiatives.			
	Ongoing response to the Covid pandemic and winter pressures may reduce focus on implementation of workforce initiatives.			
Opposing organisational structures and governance arrangements may limit the impact of workforce initiatives.				