



Report to Policy Committee

Author/Lead Officer of Report: John Chamberlain/Dawn Bassinder

Report of: Strategic Director Adult Care and Wellbeing
Report to: Adult Health & Social Care Policy Committee
Date of Decision: 31st January 2024
Subject: Sheffield Care Sector Workforce Development Strategy 2023 – 2026 Update

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
If YES, what EIA reference number has it been given? (1482)				
Has appropriate consultation taken place?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Does the report contain confidential or exempt information?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-				
<p><i>“The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended).”</i></p>				

Purpose of Report:

This report provides the first update on progress made with the Care Sector Workforce Development Strategy 2023 – 2026 which was endorsed by Committee in March 2023. This update is in line with the Cycle of Assurance approved in June 2023.

The Strategy sets out our ambitious vision for the future of Adult Social Care and explains how we will work towards addressing some of the systemic issues affecting the Adult Social Care workforce.

Recommendations:

It is recommended that the Adult Health and Social Care Policy Committee: -

1. Endorses progress made with implementing the Care Sector Workforce Development Strategy 2023 – 2026.
2. Notes that a Care Sector Workforce Strategy Workshop Session will be organised in 2024 to involve and engage Social Care Providers, Voluntary Sector and Academia in further developing our approach to workforce development, wellbeing and including agreement of shared workforce standards.
3. Notes that a Sheffield Adult Workforce Celebration & Recognition Event will be launched in 2024 to celebrate good practice and learning.
4. Notes the intended commissioning strategy for a Sheffield Health and Social Care Academy.
5. Endorses the Sheffield City Council Adults Care & Wellbeing Being Healthy at Work Plan 2024 – 2025.
6. Requests that the Strategic Director of Adult Care and Wellbeing continues to provide the Committee with updates on progress against the Strategy on a six-monthly basis, including updates made based on ongoing learning.

Background Papers:

- Appendix 1 - Sheffield Care Sector Workforce Development Strategy Delivery Plan 2022/23 January 24 Update.
- Appendix 2 – Sheffield LGA Workforce Standards Audit
- Appendix 3 – Sheffield City Council Adult Care Being Healthy at Work Plan 2024 – 2025
- Appendix 4 – Equalities Impact Assessment.

Lead Officer to complete: -		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: Laura Foster & Kerry Darlow
		Legal: Patrick Chisholm
		Equalities & Consultation: Richard Bartlett
		Climate: John Chamberlain
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	SLB member who approved submission:	Alexis Chappell
3	Committee Chair consulted:	Councillor Angela Argenzio
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: Dawn Bassinder	Job Title: Chief Social Work Officer
	Date: 23rd January 2024	

1. PROPOSAL

1.1 Our Adult Health and Social Care vision, set out in Sheffield's [Adult Health and Social Care Strategy](#), 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.

1.2 In the Adult Social Care Strategy, we made a commitment to valuing the social care workforce, recognising that we need parity of esteem and that this is a key aspect of addressing workforce sustainability.

1.3 Our priority was to take forward actions that deliver on that promise for our entire care sector workforce in Sheffield. We need a skilled, valued and engaged workforce to be able to support individuals to achieve their wellbeing outcomes and live the life they want to live.

1.4 Adult Care Sector Workforce Development Strategy 2023-2026

1.4.1 Last year we launched our [Adult Care Sector Workforce Development Strategy 2023 – 2026](#) henceforth known as the Strategy. This was approved by the Health and Social Care Policy Committee on the 23rd March 2023.

1.4.2 Locally and nationally, the aim is to attract more people to the social care sector and to promote social care as a long-term career choice which will also improve retention. The core priorities used in the development of the adult social care workforce includes:

- A well-trained and developed workforce.
- A healthy and supported workforce.
- A sustainable and recognised workforce

1.4.3 Our Strategy was framed against these core priorities, we implemented five key themes which we felt would address some of the longstanding issues affecting the adults care Workforce. Our key themes are:

- Valuing and Empowering the Adult Care Workforce
- Creating a More Representative Adult Care Workforce
- Increasing Recruitment in Adult Care
- Improving Retention in Adult Care
- Improving Conditions for the Adult Care Workforce

1.4.4 As an enabler for the Strategy to be implemented in a sustainable way, over the past year we have embedded leadership and delivery resource to build capacity for delivery. Our Service managers on workforce development, planning, and wellbeing and practice development have been in post since August 2023 and realigned teams to implement activity by February 2024. A Principal Occupational Therapist to provide professional leadership and support to our occupational therapy, allied health professionals and enablement workforce will be in post by April 2024.

- 1.4.5 A Sheffield Workforce Engagement Board with membership from across the care sector, skills for care, health and unions is established and in place and leads delivery upon the workforce action plan.
- 1.4.6 To promote collaboration and sector wide involvement, particularly as our new frameworks are mobilised, a Care Sector Workforce Strategy Workshop Session will be organised in 2024 to involve and engage Social Care Providers, Voluntary Sector and Academia in further developing our approach to workforce development, wellbeing and including agreement of shared workforce standards.
- 1.4.7 To support and embed our approach to workforce engagement and investment, a priority is to work towards achieving investing in people award in 2024, with accreditation in 2025. This will provide external accreditation and endorsement of our approach to workforce engagement.

1.5 Progress in Delivering Upon Workforce Development Strategy

- 1.5.1 The actions that we committed to deliver upon our Strategy were outlined in the Adult Care Sector Workforce Development Strategy 2023 – 2026 Delivery Plan.
- 1.5.2 We have updated the Delivery Plan to reflect progress made against our Strategy since it was launched in March 2023 and refreshed timelines to reflect the activities to be undertaken. The updated Delivery Plan is included as appendix 1 and outlines the progress against our goals.
- 1.5.3 Key Achievements and next steps are as follows: -

Valuing and Empowering the Adult Care Workforce

- Successful marketing campaign to promote social care as a rewarding career choice was developed in 2023. A campaign to support recruitment of social workers, Occupational Therapists, and other social work professionals to be launched 2024.
- Citizens Involvement Festival delivered through Summer 2023 which highlighted the value of our Care Sector workforce.
- Adults Care and Wellbeing 'Being Healthy at Work Plan 2024' refreshed following engagement with the workforce and planned for implementation in 2024.
- In 2024 we will launch an adult care celebration & recognition event in Sheffield. We will work in partnership with our care sector to celebrate good practice and learning.

More Representative Adult Care Workforce

- Sheffield City Council launched our Equality, Diversity, Inclusion and Social Justice Delivery Plan at Health and Social Care Policy Committee on 14th December. We will work with partners to embed the delivery plan during 2024.

Increasing Recruitment in Adults Care

- Indeed social worker recruitment campaign was launched in September 2023, from then to the 1st of December we have received over 200 applications, we are now nearing 20 appointments. This campaign was launched to address some of the longstanding and nationwide issues associated with recruitment and retention of social workers in England and has been a springboard for further recruitment approaches to be launched in 2024.
- Working in partnership with Integrated Care System (ICS) colleagues to develop a programme of recruitment events to support recruitment into health and social care.
- Implementation of Health and Social Care Department of Work and Pensions health and social care pilot and Princes Trust care leavers pilot. Both projects aim to support recruitment across Health and Social Care.
- Implementation of Yorkshire and Humber ADASS international recruitment bursary and support hub. We are supporting implementation of approximately 44 recruitment grants for Sheffield Care Providers totalling £230k.
- Placement expansion project in Social Care launched in collaboration with ICS colleagues. Guidance for care sector managers and proposed model have been developed. To launch placements in 2024 with 14 pilot sites identified.

Improving Retention in Adults Care

- We have implemented career progression pathways for our Social Workers. Development of progression pathways for Occupational Therapy and non-Social Work or Occupational Therapy qualified staff will continue to be developed to make us an attractive employer and retain staff in the organisation.
- We have begun to co-design role specific training profiles for our adult care workforce in Sheffield. This will continue with implementation in 2024.

Improving conditions for the Adult Care Workforce

- We launched our Practice Development Assurance Framework in 2023.
- We have set out actions to achieve LGA Workforce Standards for the Adult Care Sector workforce in Sheffield.
- We have updated the Adults Care Manual for our Adults Care and Wellbeing staff to support practice in adult care.

Workforce Performance

Fig. 1 shows the performance picture for our 'Valued Workforce' which is part of our Adults Performance Dashboard. Data source Skills for Care Workforce Data Set. Key highlights include:

- Staff Turnover Rate sector wide in Sheffield has increased from 32.6% to 37% in 2022/23.
- Sickness days lost sector wide in Sheffield has decreased from 9.9 to 8.
- The number of posts in the Adult Care Sector in Sheffield has increased from 16500 to 17000. Although the percentage of posts in adult care in Sheffield in the Independent Sector or working for direct payment recipients have decreased.
- The percentage of the adult care workforce who are BAME has increased from 16 to 25%.

Fig 1. Workforce Performance

Priority 9 – Valued Workforce						
ASC Staff Turnover Rate – Sector Wide	25%	CSWO AD Commissioning	Increased	37.0%	22/23	32.6%
ASC Sickness Days Lost – Sector Wide	6		Decreased	8	22/23	9.9
Number of Posts in Adult Care Across Sector	To Monitor		Increased	17,500	22/23	16,500
% of Posts in Independent Sector Providers	To Monitor		Decreased	77%	22/23	80%
% of Posts working for direct payment recipients	To Monitor		Decreased	11%	22/23	12%
Proportion of workforce on zero-hour contracts	20%		Same	25%	22/23	25%
% workforce Black, Asian, Minority Ethnic Adult Care Workforce – Workforce reflection of population of Sheffield	26%		Increased	25%	22/23	16%
Economic Contribution of Adult Care Workforce (Gross Value Added)	To Monitor		n/a	NA	22/23	£480m

1.5.4 Other notable figures to note from the [Skills for Care Adult Social Care Workforce Data Set](#):

- There are 10.2% vacant posts, this has increased by 1% over the last year.
- Average age of the workforce is 44 with only 9% of the workforce under 25 years old.
- In Sheffield, only 47% of the care delivery workforce hold a suitable qualification.

1.6 Update On Implementation of Practice Quality and Local Government Association (LGA) Social Work and Occupational Therapy Workforce Standards.

1.6.1 At Committee in November 2022, a practice development assurance framework was approved, which included an ambition to achieve LGA Social work workforce standards and implement a practice and learning development plan and practice model across Adult Care.

1.6.2 This is important towards ensuring individuals and carers experience positive outcomes and can expect a high standard quality of practice from our Social Workers, Occupational Therapists and Social Care Practitioners.

1.6.3 As a first step towards implementation, the initial focus has been on Social Workers, Occupational Therapists and Social Care Practitioners employed by the Council during 2023 – 2024.

1.6.4 The [LGA workforce standards for employers \(Social Work\)](#) and [LGA Workforce Standards \(Occupational Therapists\)](#) are focused on eight standards. Appendix 2 – Sheffield LGA Workforce Standards Audit highlights our progress to meeting these standards.

1.6.5 Our commitment is delivering fully upon the LGA Workforce Standards by June 2024 for our Social Workers, Occupational Therapists and Social Care Practitioners employed by the Council and to do this, the next steps are:

- Continuing to embed practice leads in across Adult Care and Wellbeing.
- Implementing role specific training profiles for our workforce by July 2024.
- Through the workforce board and recommissioning of services underway, setting out standards that the care sector workforce can expect.

1.6.6 The actions and milestones are incorporated into the updated Adult Care Workforce Strategy Delivery Plan, at Appendix 1 of this report, to enable a coordinated approach to delivery upon our workforce ambitions.

1.7 Sheffield Health and Care Academy Proposal

1.7.1 In the Workforce Development Strategy, we made a commitment to deliver a Health and Care Academy¹ to support recruitment and develop a high-quality care workforce in Sheffield. Subject to final officer decision, it is proposed to initially commission the Health and Care Academy for a 2-year period running from 2024 – 2026 and to commission from an external provider.

1.7.2 Consideration was given to developing a bespoke academy either in-house or with assistance, possibly co-designed with the sector. However, following the implementation of the Workforce Strategy we carried out initial scoping activity for the Health and Care Academy and now feel that procurement and contract award to an external provider of a ready-made and already functioning Academy for Sheffield is the most efficient means of implementing a Care Academy within 2024. This is in recognition that developing a Care Academy from the outset would take longer and require significant resource.

1.7.3 Following initial soft market testing, the estimated cost for the 2-year Academy is approximately £150,000. This will be confirmed following procurement and awarding a contract.

1.7.4 The Market Sustainability and Improvement Fund was approved in September 2023 as part of the [Adult Health and Social Care: Financial Recovery Plan](#). In the proposal we have allocated funding towards the development of the Care Academy.

1.7.5 Over the period 2024 to 2025, invest to save opportunities will be developed to establish a Health and Care Academy in the long term. The benefits of a Health and Care Academy for our valued social care workforce are access to:

¹ The Local Government Association explain that Health and Care Academies offer job advice, career guidance and development, apprenticeships, and opportunities to gain management, specialist and leadership training to those interested in pursuing health and social care careers.

- Free learning and development for care providers in Sheffield. This would allow providers to invest more in staff wages and help us to move towards the Foundation Living Wage.
- High quality learning and development for our provider workforce within Sheffield City Council. This will result in a cost saving against future training procurement and delivery.
- Skills for Care Workforce Development Fund. The Academy will support more staff across all sectors to access the Workforce Development Fund, become qualified and access development opportunities.
- The development of Health and Social Care Academies is one of the ICS workforce priorities. This proposal may support joint funding arrangements with South Yorkshire ICS in long term.

1.7.6 It is still proposed that the Council will work closely with partners and the care sector in the implementation/launch of the Health and Care Academy for Sheffield and will take a co-design approach where practical.

1.8 Care Sector Pay Rates and Trajectory Towards Foundation Living Wage

1.8.1 An [Adult Care & Wellbeing: Market Sustainability & Commissioning Update and Approval of the 24/25 Care Fees](#) was presented to Adults Health and Social Care Policy committee on 13th December 2023. This sets out the actions we intend to take to continue to secure a sustainable market in Sheffield.

1.8.2 This included, a note of progress made in relation to providing support in the city and delivering a stable care market, including:

- The outcome of the Care and Wellbeing tender
- The tender for Care at Night services
- The tender for Standard Residential provision
- Our Technology Enabled Care offer and developments.
- Our Direct Payment Support Service
- A note of progress made in implementing Quality Assurance oversight and governance arrangements.
- Approval of consultation an escalation process for providers covering contractual, safeguarding and fee uplift requests.
- Approval of Care Fees for financial year 2024/2025.
- Approval of the use of £840,000 in 2024/25 of the 'Market Sustainability and Improvement Fund: Workforce Fund' announced in August 2023 to further close the gap between the current weekly fee rate and the median Fair Cost of Care output for standard residential care.

1.8.3 This activity supports our ambition as set out in the Workforce Development Strategy to support care sector pay rates and the trajectory towards foundation living wage.

1.9 **Being Healthy at Work Plan 2024 – 2025**

- 1.9.1 In the Workforce Strategy, we made a commitment to co-design and embed an approach that promotes attendance, wellbeing, and values the workforce.
- 1.9.2 To support this commitment, we have engaged with our workforce and developed and updated our 'Sheffield City Council Adults Care & Wellbeing Being Healthy at Work Plan 2024 – 2025' (Appendix 3) as a first step, recognising that the next step to widen to whole sector workforce.
- 1.9.3 This plan outlines the practical steps in which we will take to improve the health and wellbeing of our workforce. If approved by committee the plan will be implemented during 2024.

2. **HOW DOES THIS DECISION CONTRIBUTE?**

- 2.1 In 2022, Sheffield City Council launched our Adult Social Care Strategy, 'Living the life you want to live' 2022 – 2030. Within the strategy one of the key commitments was to 'Recognise and value the adult social care workforce'.
- 2.2 As part of this we made a commitment in the strategy delivery plan to deliver a long-term workforce plan which empowers and values the **Adult Social Care (ASC)** workforce, is representative of our diverse communities and sets out how we will improve recruitment, retention and improve conditions for all social care workers in Sheffield.
- 2.3 This Care Sector Workforce Development Strategy sets out the current workforce challenges, the impact on the system and the actions required to overcome such challenges in Adult Social Care in Sheffield.
- 2.4 The strategy supports key outcomes from the Adult Health and Social Care, Care Governance Strategy and Quality Improvement Framework. The Care Governance Strategy sets out how it aims to make sure that our workforce is valued, engaged, and feel empowered to continuously develop practice and delivery of social care services.
- 2.5 The implementation of this workforce development strategy and workforce standards will help to ensure that we have a skilled, confident workforce which can meet the demands of the population in Sheffield.
- 2.6 The workforce development strategy has been supported by the Sheffield Workforce Engagement Board and our Workforce Development Group.

3. **HAS THERE BEEN ANY CONSULTATION?**

- 3.1 There has been a series of engagement activity to support the development of role-based training profiles, the being health at work plan, Equalities, Diversity Inclusion and Social Justice Delivery Plan and to implement Practice Quality Standards

3.2 An overall approach to coproduction and involvement is a key element of the delivery plan, ensuring that the voice of citizens is integrated into all major developments ahead.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

4.1.1 There are no adverse equality implications because of this strategy. The aim is to improve conditions for all adult social care workers in Sheffield. The proposal aims to value and empower the workforce and make the adult social care workforce more representative of our communities.

4.1.2 The high-level plan that accompanies the strategy commits to an action to 'embed open and transparent decision making alongside plans and priorities for adult social care, designed and developed with the people of Sheffield.' This is likely to take the form of annually co-designed and published delivery plans. We will review our Equality Impact Assessment (Appendix 4) annually in line with this delivery plan.

4.1.3 Implementation of the strategy may result in specific projects which would be accompanied by appropriate equality impact assessments and considerations and will be subject to the usual processes and are therefore not considered in this report.

4.1.4 Additional actions arising from the Equality Impact Assessment:

- Improve system understanding of cultural factors that affect uptake of social care by ethnic minority groups.
- Improve the identification of carers.
- Gain a better understanding of the whole of the social care workforce in Sheffield, for example those with a disability or who are informal carers.
- Utilise updated Census data to explore previously limited demographic data, such as sexual orientation, in our social care cohort.

4.2 Financial Implications

4.2.1 In September 2023 a paper was brought to committee to approve the allocation of the Market Sustainability Workforce Fund for 23/24 and 24/25. The initial proposal was that the Social Care Academy would be funded by the grant in 23/24, with an allocation of £150K.

4.2.2 The proposal in this paper would mean that the initial 2-year contract will begin in 24/25 and run into 25/26. The MSIF Workforce grant is non-recurrent funding and is only available until 24/25.

4.2.3 The impact of procuring the contract in 24/25 will affect the proposed allocations brought to committee in September. These are currently being reviewed to ensure that the grant is used to best effect. Any costs of running the Academy in 25/26 will need to be addressed in Business Planning.

4.2.4 There is potential for a contribution to the cost of the Health and Social Care Academy from the ICS, however there is no funding currently allocated, so this would be subject to further discussion and confirmation.

4.3 Legal Implications

4.3.1 The core purpose of adult health and social care support is to help people to achieve the outcomes that matter to them in their life. The Care Act 2014 sets the Council's statutory power to direct the provision that:

- promotes wellbeing
- prevents the need for care and support
- protects adults from abuse and neglect (safeguarding)
- promotes health and care integration
- provides information and advice
- promotes diversity and quality

4.3.2 The Care Act Statutory Guidance requires at para 4.52 that:
“... Local authorities should have in place published strategies that include plans that show how their legislative duties, corporate plans, analysis of local needs and requirements... thorough engagement with people, carers and families, market and supply analysis, market structuring and interventions, resource allocations and procurement and contract management activities translate (now and in future) into appropriate high quality services that deliver identified outcomes for the people in their area and address any identified gaps”.

4.3.3 The Living the life you want to live – Adult Social Care Strategy which was approved in March 2022 set out the high-level strategy to ensure these obligations are met, including the aim of strengthening the workforce as a skilled and resilient workforce is recognised as a key component in delivering appropriate provision. This report builds upon that by setting out more detail in how Sheffield City Council intends to develop the Adult Social Care workforce to help meet the Care Act duties.

4.4 Climate Implications

4.4.1 There are no direct climate implications associated with approving this report. However, Sheffield City Council – and its 10 Point Plan for Climate Action – is a partner in the Sheffield Workforce Engagement Board.

4.4.2 We are committed to working with partners aligned with our Net Zero 2030 ambition and where specific procurement/commissioning exercises take place related to safeguarding provision we will aim to consider providers approach and performance in terms of managing the climate impacts of the services they provide. This would be done via more detailed CIAs for specific procurements.

4.5 Other Implications

4.5.1 There are no specific other implications for this report. Any recommendations or activity from the plan will consider potential implications as part of the usual organisational processes as required.

5. ALTERNATIVE OPTIONS CONSIDERED

- 5.1 **Delivery Plan:** This is an update on previously endorsed delivery plan in line with recommendations approved at Committee. No alternatives options are available due to this.
- 5.2 **Care Academy:** The approved Workforce Strategy gave a commitment towards developing a Care Academy. The alternative is to develop a new Care Academy by Sheffield Adult Care Officers. Scoping has identified that this would take longer and require significant initial resource whereas commissioning an already functioning and completed Academy would enable the Academy to be implemented within 2024 and benefits realised in 2024 – 2025.
- 5.3 **Being Health at Work Plan:** The approved Workforce Strategy gave a commitment towards developing a Wellbeing at Work Plan. The alternative is not have a plan but this would not provide the focus and assurance of delivery regards improved wellbeing for our workforce.

6. REASONS FOR RECOMMENDATIONS

- 6.1 The delivery plan gives a structured approach to delivery of workforce development improvements. Asking for regular updates and refreshes of the plan will keep the Committee, wider stakeholders, and the public the ability to hold the Council to account for progress and provide an additional mechanism to input to future development.
- 6.2 Endorsement of a Sheffield City Council Adults Care & Wellbeing Being Healthy at Work Plan 2024 – 2025 gives commitment towards the wellbeing of our workforce and a first step towards promoting wellbeing across the sector.
- 6.3 Noting the planned Sector Wide Workforce Strategy Workshop Session and Workforce Celebration & Recognition Event gives public commitment towards valuing our social care workforce.

This page is intentionally left blank