

# Sheffield's Care Sector

# Workforce Development Strategy

**2023  
to 2026**



Working with you to make Sheffield

**HEALTHIER**



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## Introduction

We are proud of our Adult Care workforce, and it is our collective ambition to create the conditions by which our workforce grow and flourish, so that in turn they feel able to deliver excellent quality of care to all citizens of Sheffield.

A thriving and skilled social care workforce means a better quality of life for the residents and economy of Sheffield. We want to embed a culture of compassion, learning and values-based leadership across Adult Care so that our workforce feels engaged, empowered and confident to continuously develop, improve and collaborate for the benefit of citizens of Sheffield.

With the increasing demand for services set against a changing landscape and challenging financial context, it is our ambition to ensure that the social care workforce has the knowledge, skills and resources needed to be able to respond to these changes and demands.

This Strategy sets out how we will work in partnership with care providers, health colleagues and partners to achieve a workforce who can be the vital source of care and support in the years ahead. It is another crucial step in a journey, following on from our strategy, future design, and market position statements launched over the last year.

Over the next five years, we aim to become a leader in valuing our social care workforce, measured through the feedback from our workforce, citizens of Sheffield and our partners and the quality of care across the city.



**Councillor  
George Lindars-  
Hammond  
Co-Chair  
Adult Social Care  
Policy Committee**



**Councillor  
Angela Argenzio  
Co-Chair  
Adult Social Care  
Policy Committee**



**Councillor  
Steve Ayris  
Adult Social Care  
Policy Committee**

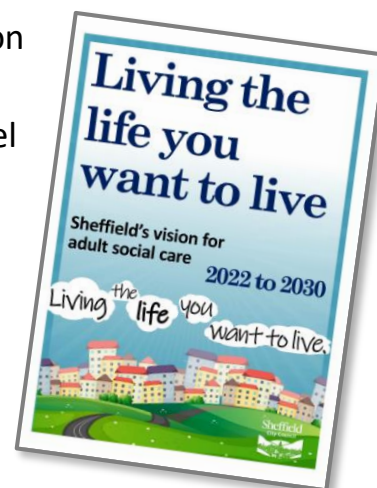


**Alexis Chappell  
Director of  
Adult Health and  
Social Care**

## Vision Statement

We recognise and value social care workforce and the contribution they make to our city. Our ambition is Sheffield Adult Care workforce is representative of our diverse communities and feel engaged with the work they do and are supported to continuously improve the information, support, care they provide. We want to have the conditions and arrangements in place that we retain, grow, and recruit our workforce.

You can read more about our vision by downloading our [Strategy for 2022 to 2030](#).



## Our Workforce in Context

In 2022, Sheffield City Council launched our [Adult Health and Social Care Strategy](#) and accompanying [Delivery Plan](#) which sets out our vision for 2022 to 2030. This is called 'Living the life you want to live', it is about how we work together to help the people of Sheffield to live long, healthy and fulfilled lives.

In support of this, the Sheffield City Council Delivery Plan and One Year Plan 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.

This **Workforce Development Strategy (WDS)** considers all of those who work in the Adult Care sector and as part of a wider health and social care system. It provides a foundation to transformation the way we support and value the social care workforce.

This will enable us to improve knowledge, skills, health and wellbeing and recruitment policies across the system. The aim being to better support our existing workforce, attract more people into the social care sector and to promote social care as a long-term career choice and improve workforce retention.

Health and social care partners have come together to create the [South Yorkshire Health and Care Partnership Workforce Strategy](#), that is considering how best a future integrated system can support our population. Sheffield City Council is an integral part of the Integrated Care System (ICS) and has been part of the production of the [ICS '5-Year Plan'](#).

The WDS compliments existing workforce plans and strategies across Adult Care, including but not limited to [Department of Health and Social Care People at the Heart of Care](#), [NHS People Plan](#), [ASDASS Workforce Strategy](#), and [LGA Workforce Principles](#).

The **WDS** will focus on improving integration across health and care and commit to developing a 'one workforce' approach in Sheffield.



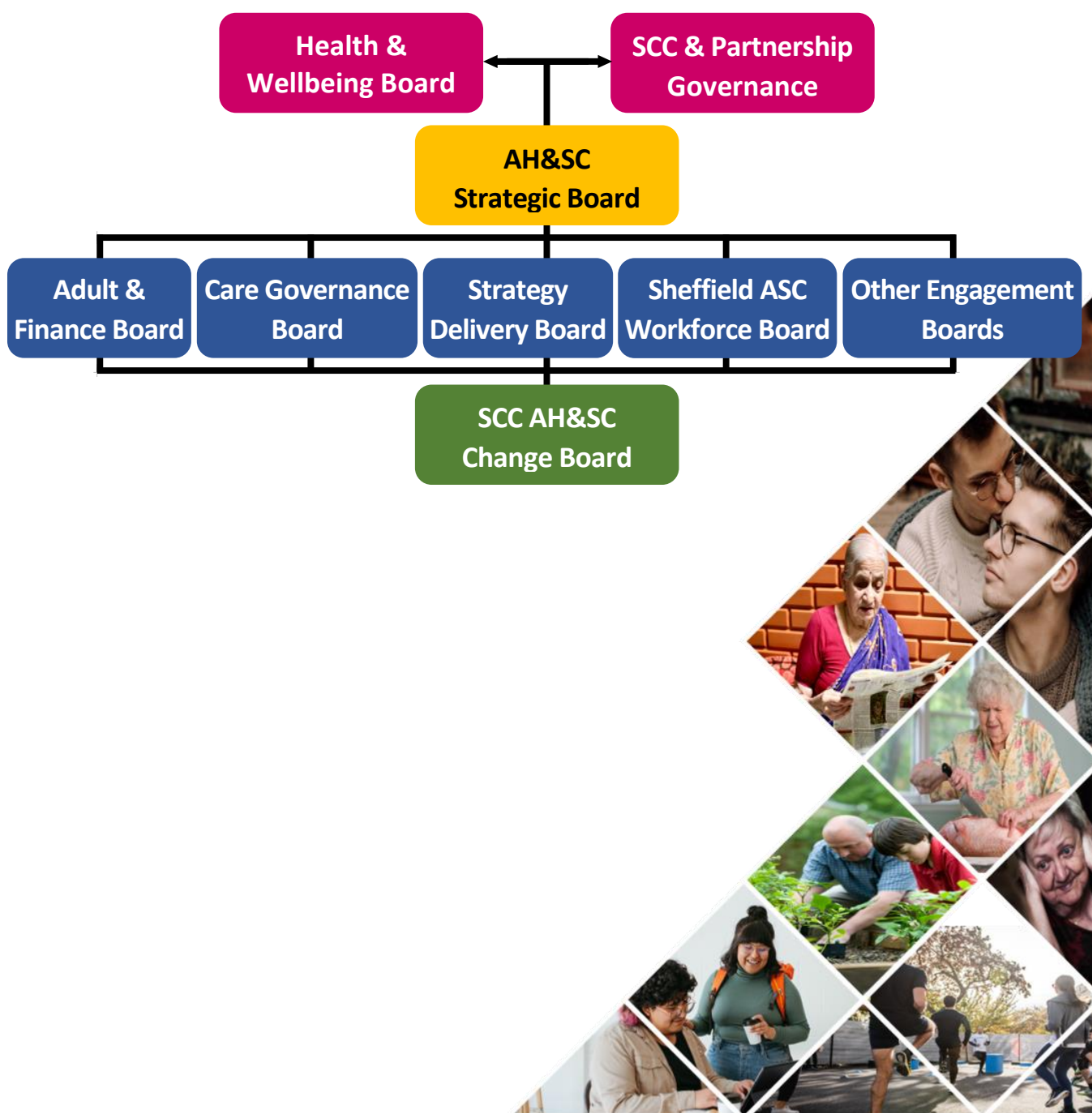
## Sheffield Workforce Board

The Sheffield Workforce Board will monitor the progress of the Adult Care workforce in Sheffield, in meeting the range of objective that will be described in this strategy. It proposes actions to be taken forward and forums for those actions to be monitored.

This Board will be led at Director level, reinforcing the nature of the priority that this work will take in the coming weeks, months, and years.

The Sheffield Workforce Board will identify the means to measure successful outcomes and ensure the required departmental and individual accountability of meeting those outcomes.

**Figure 1 Governance Arrangements**



# The Care Sector Workforce Overview

## The Independent Sector Workforce

Based on data from Skills for Care 2021/22, the Sheffield workforce consists of 15,000 jobs across a range of provider services. There are 226 regulated provider services in Sheffield that provide a range of services including residential care homes, supported living, domiciliary care agencies and day services.

There were **16,000** filled posts in **Sheffield.**



**13,000** filled posts were in the **local authority** and **independent sectors.**



CQC regulated establishments in **Sheffield**



In **Sheffield** there were the following number of filled posts...



**11,500** Direct care

**1,000** Managerial



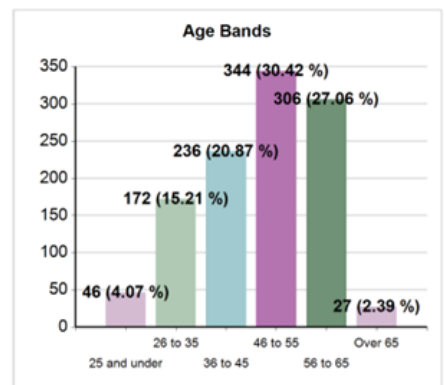
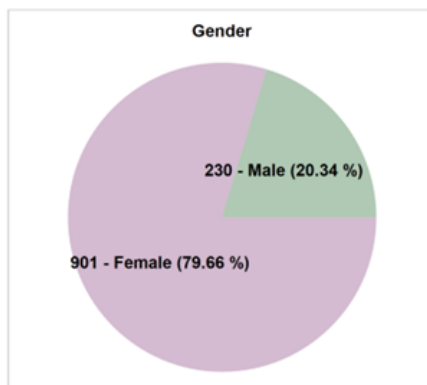
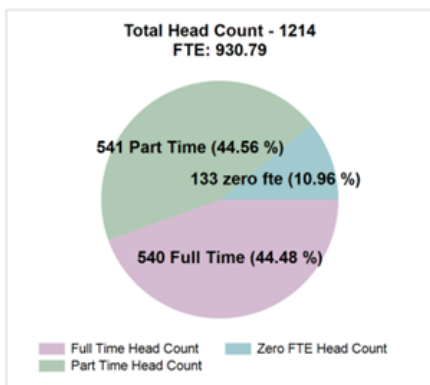
**600** Regulated professionals

There were also... **1,700** working for direct payment recipients



## The Local Authority Adult Care Workforce

The Sheffield City Council Adult Social Care workforce constitutes a significant proportion of overall staff in the Council and is responsible for delivering key statutory duties for the local authority. Most of our workforce are females aged between 45 to 65.



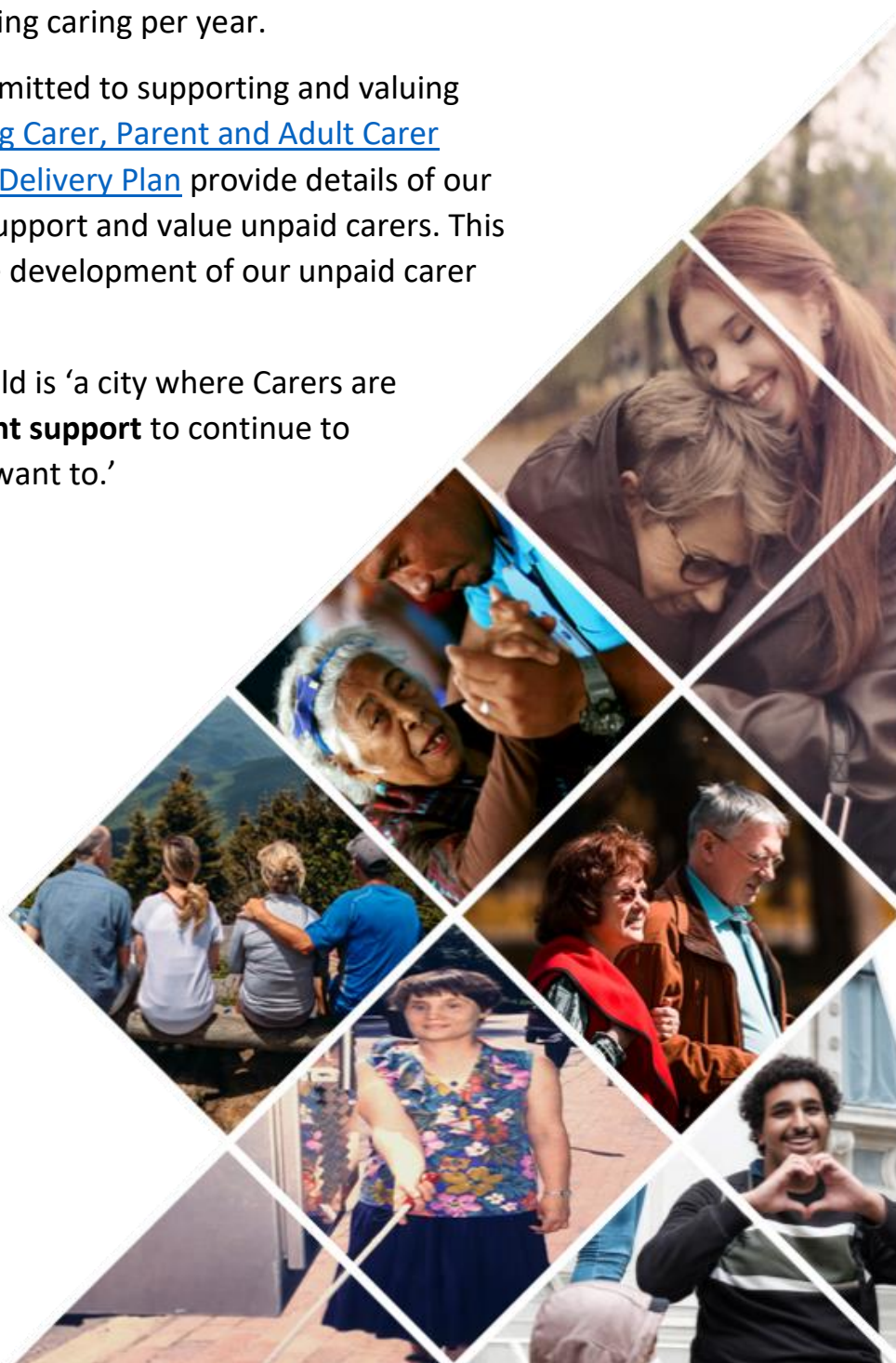
## Unpaid Carers

Unpaid Carers are an essential part of our health and social care systems and play a key role in our communities by providing care and support to some of the most vulnerable in our society. Unpaid Carers are the glue, which hold our health and social care systems together for the person they care for.

There were 57,373 carers in Sheffield according to the Census 2011. Research in 2015 by Carers UK and the University of York found that the caring population changes regularly; it is not static. Pre-Coronavirus in Sheffield, this meant around 20,000 people started caring and 19,000 stopping caring per year.

In Sheffield, we are committed to supporting and valuing unpaid carers. Our [Young Carer, Parent and Adult Carer Strategy](#) and our [Carers Delivery Plan](#) provide details of our aims and ambitions to support and value unpaid carers. This strategy will support the development of our unpaid carer workforce in Sheffield.

Our vision is that Sheffield is 'a city where Carers are **valued** and have the **right support** to continue to care for as long as they want to.'



## Personalisation and Direct Payments

In Sheffield we recently launched [The Personalisation and Direct Payments Strategy](#) which focuses on improving outcomes for people in receipt of direct payments.

The strategy ensures that we put people first so that the citizens of Sheffield are empowered to take control and self-direct their own care and support; as a result, citizens will achieve the outcomes that they choose and live the life they want to live.

It describes how we will work collaboratively with people with lived experience, their families and carers, our partners, and stakeholders to shape, design and produce new and improved ways of working. Our Social Care Workforce Development Strategy is committed to supporting our personal assistant workforce.

## Workforce Demographics

This data is based on Skills for Care demographic data from 2021/22.

### Gender

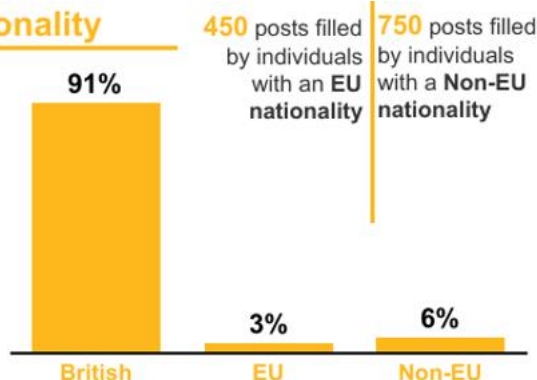


**83%**  
of the workforce  
were **female**.



**17%**  
of the workforce  
were **male**.

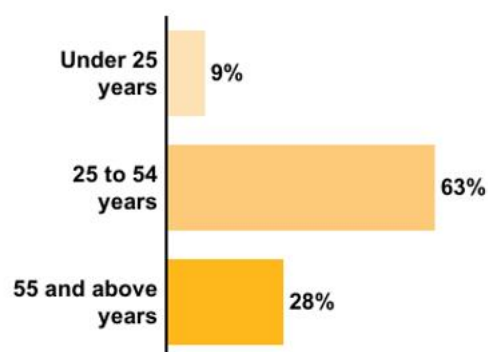
### Nationality



### Age



**44 years**  
average age of a worker



Black, Asian and Minority Ethnic  
**16%**



White  
**84%**



## Our Population in Sheffield

In 2022, the Office for National Statistics (ONS) estimates indicated that Sheffield is home to 589,207 residents, of whom 16.5% are aged over 65. 19% of people in Sheffield have a life limiting illness or disability in Sheffield, as compared with the national rate of 18%.

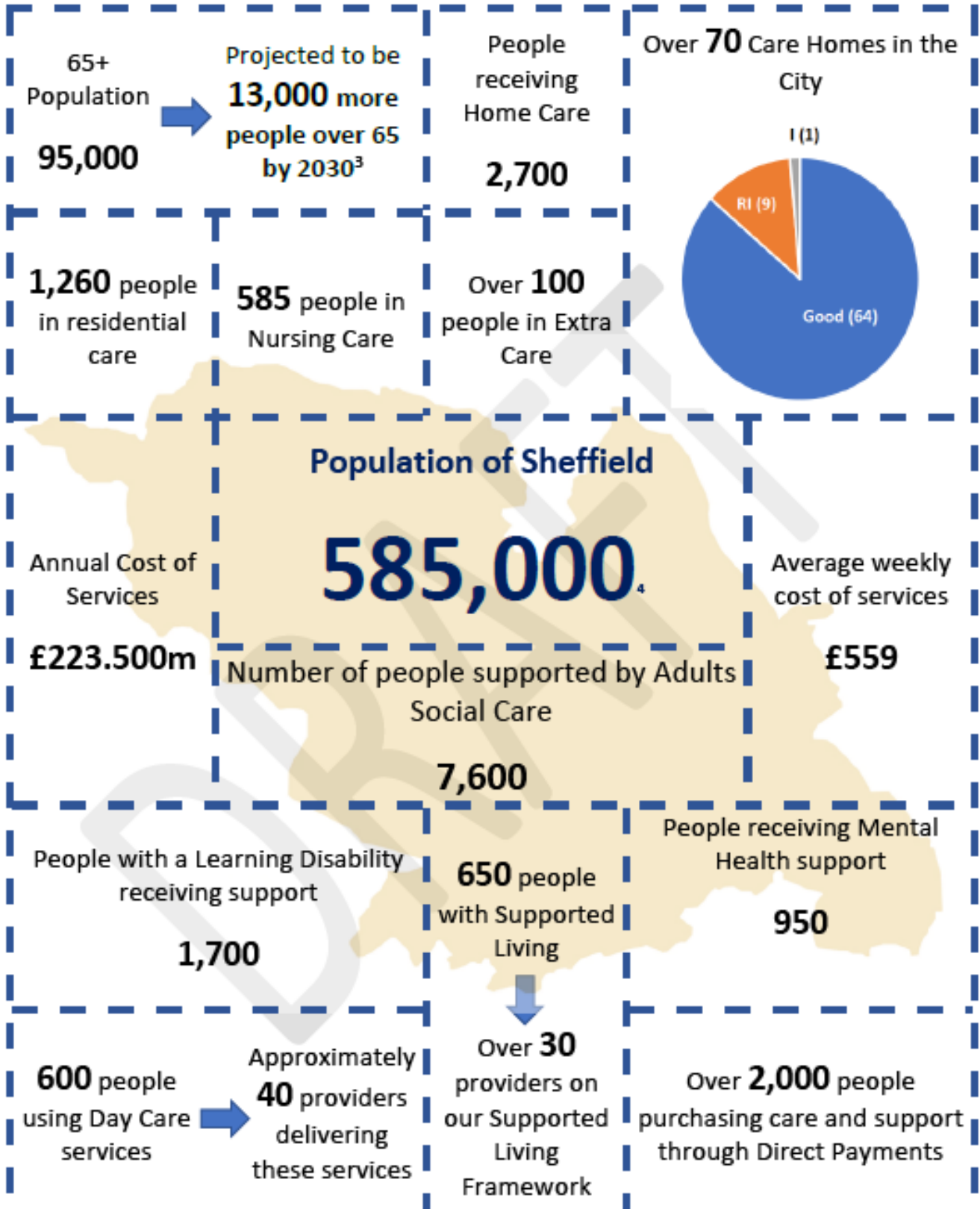
Life expectancy (2017-19) in Sheffield is approximately the same as the national average in England at 79 years for men and 83 for women. However, healthy life expectancy is slightly lower than the national average at 61 years for men and 62 years for women.

In common with other urban areas in England, Sheffield has areas of deprivation and a median income lower than the national average. Sheffield has 19% of households living in fuel poverty as compared to a national average in England of 13%.

The [Sheffield Joint Health and Wellbeing Strategy](#) outlines the current and future health and wellbeing needs of Sheffield people. It provides a Joint Strategic Needs Assessment (JSNA) and our approach for promoting health and wellbeing and how we will tackle and eliminate health inequalities.

## ASC Demand in Sheffield

These factors contribute towards demand on Adult Care that is broadly in line with national trends. There are approximately 7,600 people in Sheffield in receipt of social care services.

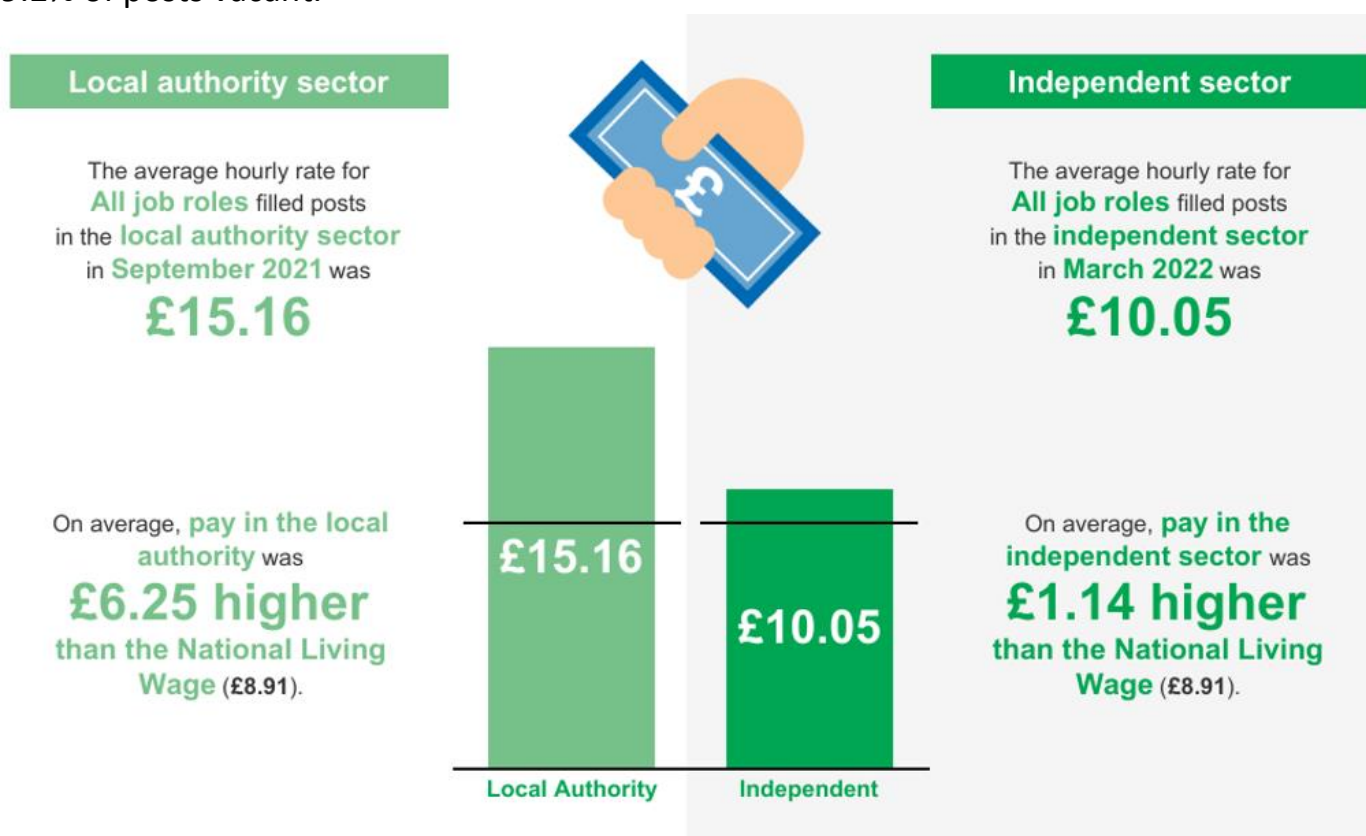


*Figures may not sum due to rounding. Additionally, figures are based on primary support reason; many individuals have additional health & support needs and have more than one service.<sup>5</sup>*

## Retention Rates of Staff and Staff Pay

Nationally Adult Care is experiencing challenges regards recruitment and retention. There is a high rate of staff turnover as people enter and leave the sector. Rates of pay are viewed as relatively low, and a high level of vacancies have created a system under significant pressure.

Based on data from Skills for Care 2021/22, in Sheffield, the turnover rate for staff, that is the proportion of staff entering and leaving the profession annually, is 32%. There are 9.2% of posts vacant.



Independent care providers have told us that they often find recruitment challenging. The process is constant for them and takes a toll on their time and resources. Attracting jobseekers is challenging as they show reluctance to take on care roles due to the nature of the work and relative low pay.

To tackle these challenges now, and in the future, we will address five key areas where we believe we can support the wider Adult Care system to create a more representative and supportive working environment.

According to the Local Government Association, based on current trends, workforce projections indicate a 32 per cent (520,000 nationally) increase in social care jobs will be required by 2035. Taking the number employed nationally in the sector to 2.17 million. We will create a dialogue within the sector and produce a strategic framework for positively growing our AHSC workforce over the next 5 years.

## The Workforce and Development Strategy



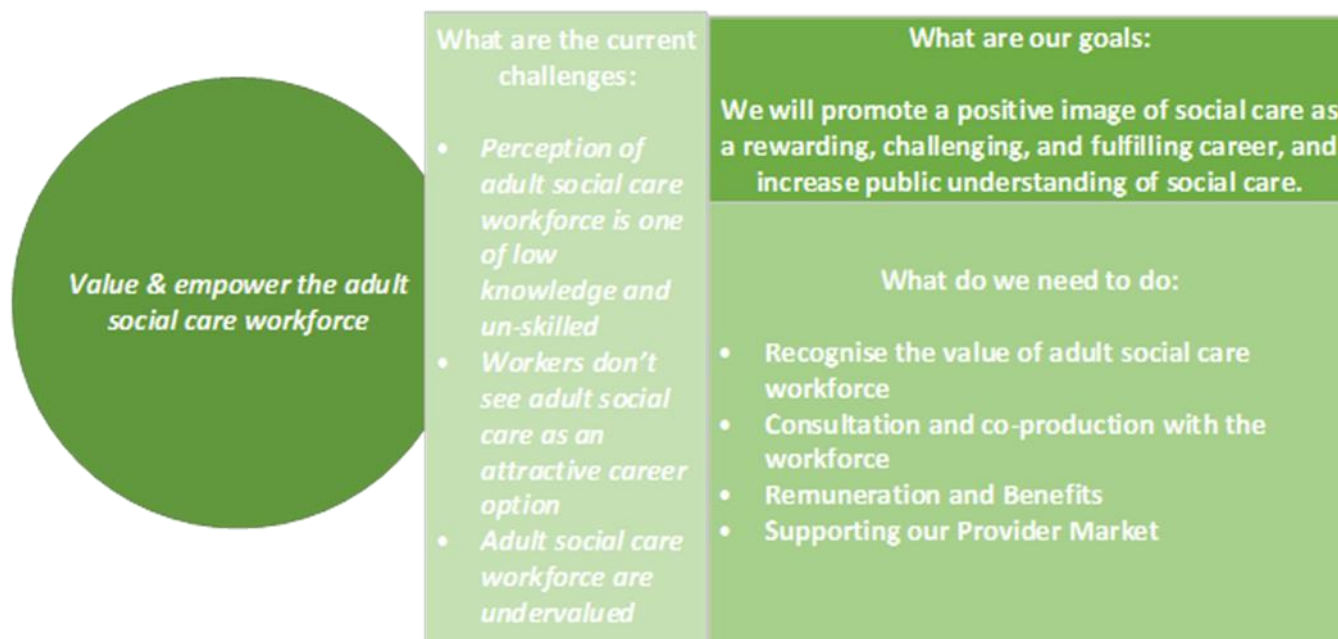
We have developed a high-level delivery plan describing what we will do to enable us to address our strategy priorities and make the changes that people want to see.

## Value & empower the Adult Social Care Workforce

*Social care staff have been unwavering in their dedication for those they support, which is a truly incredible achievement, both before and throughout the pandemic.*

*Looking ahead, we want all those working in adult social care to feel valued for their dedication and their vital role in enabling the dignity and independence of the people they support and their families. Our vision is for an adult social care workforce where people can experience a rewarding career with opportunities to develop and progress now and in the future. We want staff to be empowered to deliver the highest quality of care.*





## Recognising the value of the Adult Social Care workforce

We will promote a positive image of social care as a rewarding, challenging, and fulfilling career, and increase public understanding of social care.

The public perception of the social care worker profession is often one of minimal pay and low skill levels with irregular, unsocial hours, and limited career progression. Media stories of exploitation and bullying add to the shadow.

The recent COVID-19 pandemic has gone some way to improve the image of the care worker and the value of social care. We will build on this momentum, reframing the social care narrative to one of empowerment that is person-centred, and solution focussed.

Part of recognising how to support our workforce to remain AHSC involves understanding some of the factors that influence the likelihood of a worker leaving their role (Skills for Care 2020).

- Turnover increased for workers who travelled further.
- Turnover increased amongst those under 25, and over 60 years old.
- 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.

To address these challenges, we will:

- Work closely with partners to implement activity to improve staff recognition, value, and reward of the social care workforce.
- Agree an approach with unions and workforce that promotes attendance and wellbeing and enables our social care staff to feel valued.
- Launch an Adult Care marketing campaign to promote health and social care as a career choice and improve recruitment and retention with social care.
- Develop the Sheffield city council target operating model, which provides clearer entry routes and arrangements.
- Complete an organisational review which ensures clear progression routes, learning and development and career pathways for social workers, occupational therapists, and social care professionals within Sheffield City Council.

## **Consultation, Involvement and Co-production, our Aspiration**

In preparation for producing the WDS, we engaged and consulted with our staff body across health and care to understand their priorities, concerns, and aspirations.

The Local Authority engaged with staff, internal and external partners, and unions to ensure a proper degree of engagement with staff in the creation of the WDS through arrange of forums, including independently facilitated focus groups, online consultations and questionnaires, and other staff engagement groups.

While not part of the paid workforce, we also recognise the invaluable role that informal and unpaid carers and volunteers play in supporting people to live the lives that they want to live in their own homes and any future Involvement and Co-production should include this group of people.

Ensuring that those impacted by this plan are consulted, and their ideas heard, as part of its creation is an essential first step in producing strategic plans that are co-produced with the wider health and social care workforce.

The WDS will recognise the value of staff Involvement and Co-production in the design and commissioning of services. Staff Involvement and Co-production will be valued as vital in the creation of policy, guidance, and processes.

This focus on Involvement and Co-production is not only a response the Care Quality Commission guidance preparing Local Authorities for Adult Assurance processes due to commence in 2023 but signifies the recognition that staff must be integral and supportive of workforce strategic planning now and in the future.

To unlock resources, we need to collaborate: This means supporting individuals and organisations who are part of the social care sector to come together to share ideas, facilities, and good practice.

It also means working with colleagues from health, housing, education, community, and other services. One size does not fit all and often, bespoke place-based initiatives are the answer to local problems.

Whilst acknowledging the potential tension between collaboration and business intelligence, finding ways to bring people together to develop local solutions, share good practice and bring in additional workforce investment will be key to effecting change.

To address these challenges, we will:

- Establish and implement a Sheffield Workforce Board in partnership with AHSC to drive collaboration, challenge, and implementation of workforce initiatives.
- Establish and implement a Sheffield Workforce Forum in partnership with AHSC to support engagement with the workforce.
- Develop a Citizen, Carer and Stakeholder Engagement Programme. This is an annual cycle of regular engagement, including with Members and Director, which gains and provides feedback about quality of practice in adult social care and an assessment by experts by experience of how we are delivering on our outcome statements, principles, and standards.
- Develop an Involvement and Co-production and engagement approach and strategy for adult social care.
- Establish cross-sector task and finish groups to look at key challenges facing the AHSC sector and recommend solutions.
- Develop a Workforce Engagement Programme. This will involve an annual cycle of regular engagement with our practitioners, including with Members and Directors, to hear their views and feedback about what is going well and what will help further develop good quality practice in Sheffield.

## **Remuneration and Benefits**

We will seek to provide detail of how a remuneration and benefits scheme can be more equitable across the AHSC system with reference to The Fair Cost of Care exercise when assessing appropriate levels of remuneration. The aspiration is to prevent staff movement to different AHSC provider services for financial reasons, stabilising the workforce and allowing more consistent approaches to staff development.

To address these challenges, we will:

- Deliver a [Market Shaping Plan](#) and [Market Sustainability Plan](#).
- Work with provider markets to develop mechanisms by which they can improve the terms and conditions for staff.
- Develop a joint plan to move to Foundation Living Wage for care staff quicker.
- Support the care sector to mitigate high agency workforce costs.
- Work closely with partners to co-design activity to value and support the ASC workforce in Sheffield.
- 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 recruitment and retention of care workers or delivery of care services.

## Supporting Our Provider Market

*'High-quality, personalised care and support can only be achieved where there is a vibrant, responsive market of service providers. It is the responsibility of local authorities to ensure their local care market is healthy and diverse.'*

People at the Heart of Care, Executive Summary 2021

We will recognise that as the principal purchaser in the provider market, the local authority will seek to support market resilience. There are areas where we would aspire to aid the continued improvement of the quality-of-service delivery through investment in practitioner learning. We will aspire to provide a structure of management peer support, pooled training resources and a collaborative approach to support recruitment.

We recognise that there is a need to further integrate Sheffield City Council, the largest commissioner of services in Sheffield, with the provider market that serves that demand. The Sheffield Health and Care Partnership, the ICS 5 Year Plan, as well as the South Yorkshire Mayoral Combined Authority (SYMCA) Employment and Skills Strategy will shape the future integration of the provider market into the wider health and care system.

The 2021 Government White Paper, People at the Heart of Care, provides the guidance for local authorities to plan for the imminent implementation of a cost of care cap and the effects this will have on the provider market. Local authorities are required to complete in depth analysis of their local markets.

Sheffield City Council's comprehensive assessment of the provider market completed as part of its [Market Shaping Statement](#) informs us of the opportunities and challenges of supporting the provider market, as well as areas that require investment.

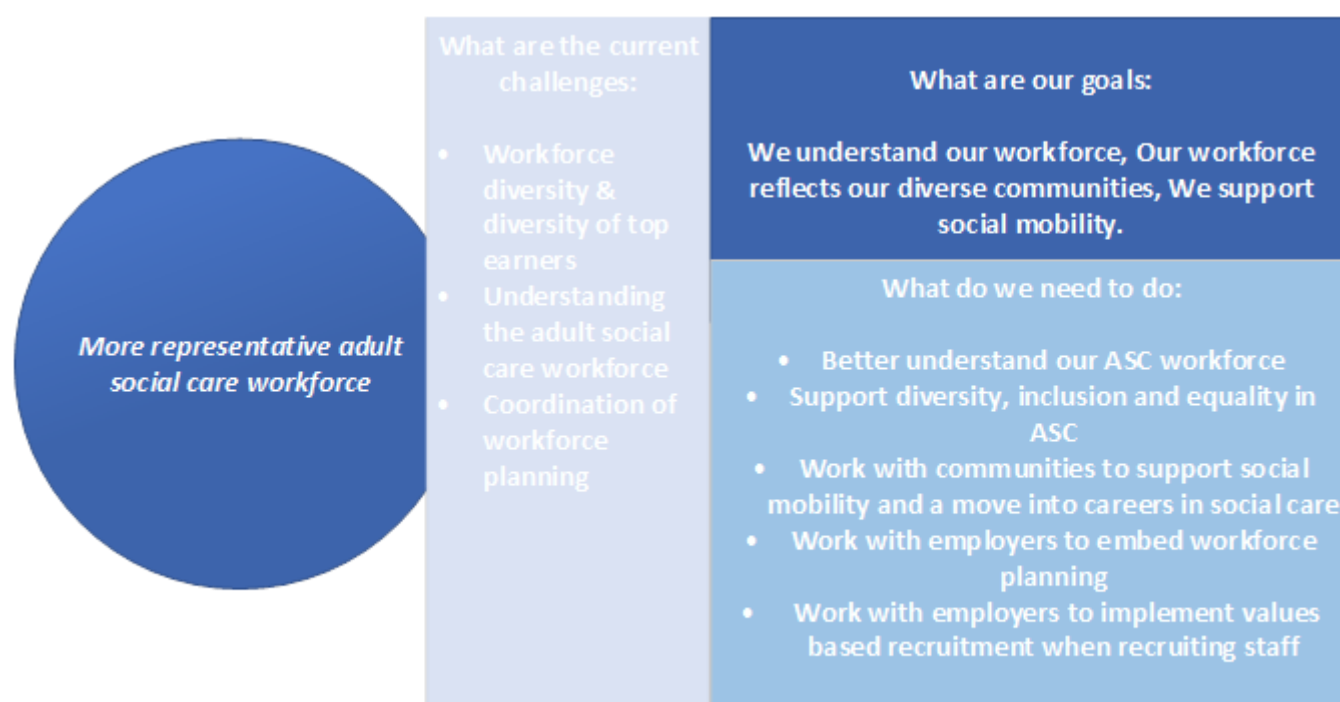


This support is a crucial pillar in the structure set out in this WDS to not just support the market, but to ensure that the market is better able to plan financially for the future. Better informed financial planning will offer a greater degree of certainty for colleagues working in this area.

## More Representative Adult Social Care Workforce (Equality, Diversity and Inclusion)

*People are at the heart of our vision for adult social care. No matter where they live, their age, race, culture, religious beliefs, sex, sexual orientation, gender identity, disability, housing status or their personal circumstances.*

People at the Heart of Care, White Paper Executive Summary 2021



## Better Understanding Our Workforce. A Census

In collaboration with the ongoing work across the Integrated Care System, we aspire to promote our understanding of those who comprise our workforce. Socio-economic and demographic data in this area will be used to feed into recruitment and retention work. Understanding the differing pressures and reasons for people leaving the AHSC system, should underpin the range of actions we can take to reduce the loss of staff by introducing a range of methods of attracting and retaining new and existing people.

To address these challenges, we will:

- Work with partners across health and care to improve the understanding of the Adult Care workforce. This includes system pressures, benchmarking, workforce demographics, and the rationale for people exiting social care.
- Maintain and increase completion rate of the Skills for Care Adult Social Care Workforce Data Set.
- Work with partners to agree a shared approach to workforce planning.
- Work with social care providers to develop an action plan to identify and address future social care workforce skills gaps.
- Support work to quantify and map unpaid carers and personal assistants across Sheffield.

## **Supporting Diversity, Inclusion and Equality**

Staff experiences in AHSC show us that the interactions between large organisations, their staff, and the diversity of the people they serve are complex. This presents a challenge in how to harness organisational cultures, team skill sets and individuals into an effective unified operating system with shared approaches and outcomes.

We will seek to support Involvement and Co-production with all staff networks in this area with the aim of leading us to form responsive and adaptable approaches to communicating and engaging with staff.

We will aim to increase the diversity and inclusiveness of the social care workforce in Sheffield, creating career opportunities that appeal to all parts of the community.

Unpaid Carers are an essential part of the AHSC system and play a key role in our communities by providing care and support to some of the most vulnerable in our society. In Sheffield over 50,000 carers provide vital support to people receiving care. Our volunteer workforce is vital in supporting the health and care system. We will seek to create links with ongoing activity relating to the support of unpaid carers in Sheffield and develop better opportunities for the unpaid workforce.

To address these challenges, we will:

- Address concerns raised relating to workforce equality and diversity as raised in the [SACHMA](#) and [Race Equality Commission](#) report.
- Remove barriers that people may face in equality and diversity, and we will make sure that our workforce reflects the diversity of our population in Sheffield. We will structure a regular workforce census to monitor progress.

- Adapt recruitment processes to focus on previously neglected parts of the community and attract them to Adult Social Care. We will work with our communities to ensure that our interventions are reaching the people of Sheffield.
- Work with partners and community organisations to co-design activity to improve equality and representation of our workforce in social care including the implementation of values-based recruitment.
- Review the education and training offer for our workforce and increase awareness of diversity and inclusion through conversations on topics such as discrimination and anti-racism.
- Develop an enhanced co-produced recruitment strategy.
- Promote social mobility, review ways to remove barriers and increase the diversity of top earners from BAME (Black, Asian, and Minority Ethnic), Women, Disabled People and LGB groups within ASC.
- Support with the core activity and delivery of the [Sheffield City Council Unpaid Carers Delivery Plan 2022 – 2025](#) throughout the ASC workforce.

## Increase Recruitment in the Adult Health and Social Care System

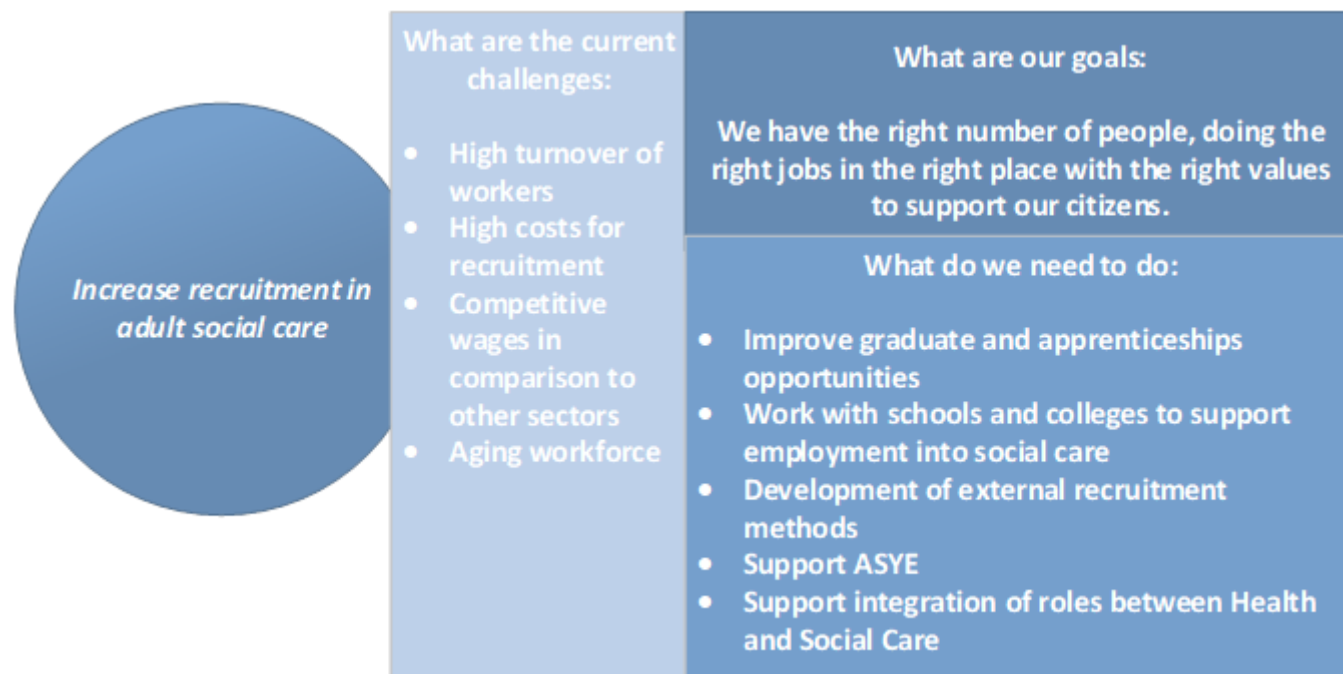
*Recognising the diversity of the social care system, with its wide range of organisations, settings, and people, we will seek opportunities to work alongside the sector in local and national partnership to ensure it can continue to empower people to live as independently as they choose.*

People at the Heart of Care, White Paper Executive Summary 2021

We need to make sure that we have the right people with the right skills and values in the right places at the right time and that there is a good and steady flow of new entrants to our sector. This is about attracting people into the AHSC sector and developing and retaining those already working here. It also means being clear what is expected from a future adult social care workforce. For registered managers and owners, it means having the business skills and processes in place to expand and develop their services and to invest in their workforce.

Again, the WDS should be viewed in the context of the local integration agenda for health and social care that has been set out in the ASC Reform White Paper. In South Yorkshire Council, and other health and social care partners have come together to produce a **South Yorkshire CMA Employment and Skills Strategy** to support recruitment across the health and care system.

Attraction, recruitment, retention (including professional development opportunities and succession planning initiatives and campaigns targeted, where appropriate, on specific roles and places. These will be undertaken in collaboration with partners wherever possible.



## Graduates and Apprentices

We will continue to recognise that the Adult Care Apprenticeships scheme forms an integral part of a wider corporate approach to recruitment of people from the wider health and care system and beyond. The **WDS** will include previously agreed standards for the recruitment of ASC practitioners. We should aspire to support the expansion of the Adult Care Apprenticeships scheme across the health and care system.

We will recognise that attracting external candidates should be a priority, moving away from the current tendency to recruit from the existing system. The WDS will consider the funding implications of expanding the capacity of the apprenticeship scheme.

To address these challenges, we will:

- Work with partners to review the offer of apprenticeships across AHSC and identify gaps in delivery.
- Work closely with partners across AHSC to promote apprenticeships as a viable career option and make effective use of the apprenticeship levy.
- Strengthen links with further education and partners across AHSC.
- Work with partners to improve access to and reduce underspend in the AHSC apprenticeship levy.



- Link to regional employment and skills strategies to make sure that AHSC is well represented and is considered as part of the development of future strategies and plans.
- Work with partners to increase the proportion of graduates coming from outside of the AHSC. We will attract new talent from other professions and sectors into AHSC.
- Work with partners to increase the number of placements across AHSC.
- Work with partners to improve recruitment of social workers within ASC.

## **Assessed and Supported Year in Employment for newly qualified Social Workers**

We will ensure that the Assessed and Supported Year in Employment (**ASYE**) is embedded within the workforce strategy and forms part of clearly defined career and Continuing Professional Development pathways for qualified social workers.

The ASYE offer should focus firmly on supervision, coaching, mentoring, and professional development, and governance systems that enables people to develop specialities and support others new into the sector. It is widely recognised that the quality of career development, further training and learning support is a crucial element in terms of informing decision on where newly qualified social workers choose to work.

To address these challenges, we will:

- Improve recruitment of social workers and quality of ASYE placements.

## **Develop External Recruitment Methods**

We aspire to support a wider international and systems approach to recruitment across H&SC and will use joined up approaches to tackle some of the long-standing issues surrounding recruitment.

We will work across the AHSC system to develop a 'one workforce' model that focuses on strengths-based approaches, better conversations, and recovery for the citizens of Sheffield.

To address these challenges, we will:

- Work closely with partners across AHSC to co-design our approach and initiatives to improve recruitment in Sheffield. We will work together to reduce some of the costs associated with recruitment. This may include the development of a single point of access for recruitment and improving access to other recruitment sites for all social care providers.

- Consider best ways to develop cross organisational recruitment methods and reduce barriers to recruitment in AHSC including support and re-direction of unsuccessful but suitable candidates to other jobs across AHSC.
- Support the volunteer workforce to move more easily into paid employment.
- Launch an ASC Marketing Campaign to drive social care as a career choice and improve recruitment and retention.
- Work closely with partners in AHSC to support effective International Recruitment.
- Work closely with partners in AHSC to reduce spend on agency workforce costs. Investigate ways of sharing staff across organisations - banks, secondments, temporary staff loans.
- Support our personalisation and direct payments colleagues to improve recruitment of personal assistants including advertisement and recruitment to ensure a steady supply of Personal Assistants in Sheffield.

## Improve Retention in Adult Social Care

In view of the challenging national recruitment picture across health and social care, Sheffield City Council, supported by partner organisations, will ensure that the sector manages to continue to deliver high quality services for the people of Sheffield.

Ensuring Business Continuity is a strategic focus for all in the sector. Making sure we understand the number of people we need to meet demand, understanding the possible risks related to not meeting this demand, and creating robust mitigation management plans, underpins the WDS retention planning.



## Learning and Development and Career Pathways

We understand that the current training offers may be inconsistent across the differing roles in AHSC and providing quality training is acknowledged in the WDS to be vital in supporting good staff retention levels.

Supported by the People at the Heart of Care and ICS 5-year plan, the development of initiatives to improve collaboration and integration across AHSC is a key priority in this strategy. We need to take a systems approach to improve the quality of care; and deliver strengths-based services fit for the future.

We will support the creation of a role specific training structure to aid career progression across the AHSC system. This will include updated mandatory training considering legislative changes, as well as optional training to support staff to move into more senior positions.

Using this area of the WDS we should positively highlight the value placed on the development and progression of staff, as well as the investment the council and partners want to make in their careers.

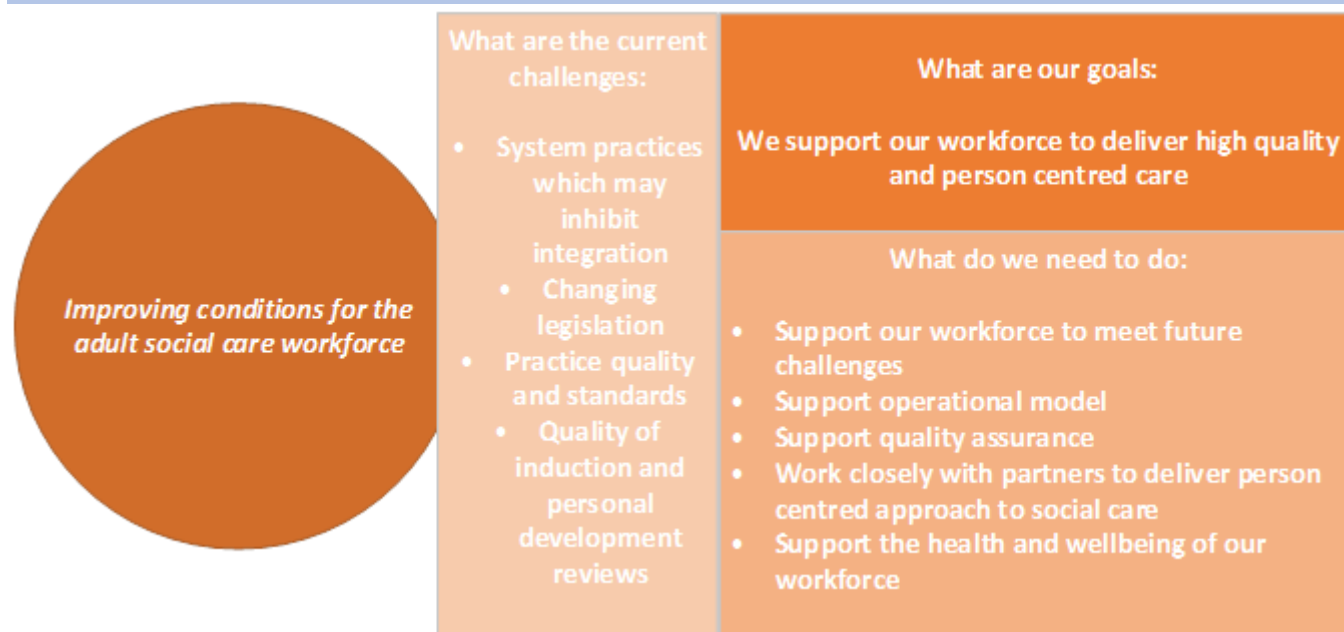
The development of leaders and management across AHSC is key in the delivery of the WDS. We need to support our workforce and create a system which is led by people who can deliver quality, person centred outcomes for the citizens of Sheffield.

To address these challenges, we will:

- Review the existing career pathways and learning and development offer across health and care alongside partner organisations.
- Work with partners to co-design a Health and Social Care Academy for Sheffield.
- Work closely with partners to agree and implement a joint health and social care learning and development and career pathway offer in Sheffield.
- Co-produce, with staff across the AHSC system, an aspirational, role specific training offer that supports people to progress and develop in their career in social care.
- Work with partners to develop approach to cross system career opportunities and organisational structures to support career pathways. Including development of system-wide approach to volunteer recruitment and the exploration of work experience portal to encourage secondments and exchanges between health and social care organisations.
- Work closely with partners to develop specific roles to promote integration between and across health and care.
- Align between organisations and promote integration at system level.

- Work closely with partners to increase access to learning and development funding for the workforce.
- Work with partners to further develop systems leadership. We will support talent management and succession planning for staff including transitional development and support for registered managers. We will review access to pooled management and learning and development resources. We will develop and target support for Individual Employers as managers of staff.
- Work closely with partners and agree an approach and the implementation of portable care certificates and qualifications across the health and social care system. We will improve the ability of staff to develop skills to equip them to work in different parts of health and care. We will promote training exchanges whereby smaller organisations can access individual places on training and development programmes for all groups of staff.
- Launch a Sheffield city council practice development and learning and development plan for our internal Adult Care workforce. We will improve our workforce offer for our social care practitioners and social workers including the development of effective career progression routes.
- Upskill care workers to support people living 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.
- 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.
- Develop and champion best practice.

## Improve Conditions for Adult Social Care Workforce



## Supporting Our Workforce to Meet Future Challenges

We will consider how to remove barriers that inhibit further integration with the wider health and care system. The WDS will reference the work in supporting external partners and the provider system to be able to adapt to the changing demand that the sector will experience in the coming years.

In collaboration with Commissioners, we will consider changes in service delivery resulting from changing legislation over the short to medium term and recognise the resources we will need to deliver those services, in addition to supporting staff to adapt effectively.

This WDS is not just about actions and activity, recruitment campaigns and funding new projects. It is also about finding ways to bring providers and workers together to share good practice and generate ideas. It is about communicating opportunities and facilitating contacts. And it is about understanding the nuances of each workforce challenge, not assuming one size fits all.

At the heart of our ambitions, we want to deliver care which will be person-centred, and providers will be able to adapt to meet individuals' needs as they change over time and from day to day and reflecting the diverse range of people needing care and their personal needs and wishes.



To address these challenges, we will:

- Support and implement a [practice development assurance framework](#). This sets out our ambition to achieve [LGA workforce standards](#) for social work and implement a practice development focus across adult care.
- Embed LGA workforce standards, investors in people.
- Develop a practice model and Care Workforce Standards for use across the care sector.
- Work with partners to remove barriers to integration. We will work with system partners to adapt to changing demands.
- Use our current 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. This will allow us to adjust our recruitment focus and allow us to respond to changing demand in an agile way.
- Implement Sheffield city council practice development & learning & development plan for our internal ASC workforce. The plans will form a key part of the upcoming Adults Assurance inspection process led by the Care Quality Commission.

## **An Operational Model**

The WDS will reflect the need for staff to be supported by clear and structured processes and their, and their teams', roles, and responsibilities. The WDS recognises that the implementation of the Adult Care Future Design and Strategy supports staff to deliver high quality services in a supportive and positive working environment.

## **Quality Assurance**

The WDS will reference the significant work already occurring related to the creation of a robust [Quality Assurance Framework](#) that aspires to support practitioners to deliver high quality services for residents.

We aspire to create a working environment with supportive and reflective supervision that builds a staff group who are confident, feel supported and safe in their practice, while not afraid to think creatively about how to support people to meet their goals.

The [Quality Assurance Framework](#) will seek to encourage and support those who use, provide, commission, and oversee adult social care services to maintain high-quality care, and to improve care and support where it does not yet meet the standard of quality that people should expect to experience.

## Supporting the Health and Wellbeing of our Workforce

The Sheffield Health and Care Partnership are working with Sheffield City Council to ensure that the appropriate strategies are in place to support the health, safety, and wellbeing of workforce across the health and care system.

The WDS aspires to support staff experiencing ill health to return to work where possible, or to make reasonable adjustments to allow them to access an adaptive work environment if required. The WDS will consider best approaches to support staff wellbeing across H&SC but will be guided by policy work that is ongoing in this area related to Wellbeing, Dignity and Respect at Work, and Health and Safety at Work.

To address these challenges, we will:

- Implement the workforce part of the [Sheffield Joint Health and Social Care Wellbeing Outcomes Framework](#). We will improve access to [ICS wellbeing support](#) throughout the social care workforce in Sheffield.
  - Work closely with partners from across H&SC to improve access to wellbeing support for ASC workforce. We will implement benchmarking and measures to review workforce morale and wellbeing.
  - Implement the 'Sheffield City Council AHSC Being Healthy at Work Plan 2022 – 2024'.



Sheffield City Council Social Care Workforce Development Strategy. March 2023.