

# Sheffield Care Sector Workforce Development Strategy

Updated Delivery Plan

## 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 will 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.

The strategy and delivery plan set our vision, values, and direction. Our priority is to work with our communities, partners, and workforce to figure out what comes next together. 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.

This updated delivery plan highlights the progress which we have made towards our long-term goals and ambitions since the strategy was launched.

As part of the Strategy 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

Outcome	Milestone/ Action	Timeline	Lead	Progress Update	RAG
Value and empower the Adult Care Workforce	Undertake marketing campaigns to promote social care as a career choice and improve recruitment and retention	Completed	Chief Social Work Officer	Filming to support recruitment of social workers, OTs and other social work professionals completed Oct 23. To launch refreshed campaign in 2024 with updated recruitment website.	Completed
	Monitor perception of social care in Sheffield and develop interventions to address themes arising.	April 2025	Sheffield Workforce Board	Developing engagement activity with wider care sector and general population. We will review perception of social care as part of ongoing engagement activity.	Ongoing
	Co-design and embed interventions which improve staff recognition, value, and reward of the workforce.	April 2025	Sheffield Workforce Board	Allocated approx. £100k from MSIF grant for 23/24 to support implementation of wellbeing support for wider care sector.  Citizens Involvement Festival delivered through Summer 2023 which highlighted the value of our Care Sector workforce.  In 2024, we will launch an Adult Care Sector recognition event to celebrate good practice and reward our workforce.	In Progress – On Track
	Co-Design and embed an approach that promotes attendance, wellbeing, and values the workforce.	April 2025	Chief Social Work Officer	Completed - 'SCC AC&W Being Healthy at Work Plan 2024 – 2025' has been refreshed following engagement with workforce. The plan will be launched in 2024.	In Progress – On Track
	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.	December 2024	Chief Social Work Officer	Programme to launch in 2024 aligned to mobilisation of new contracts	To be Launched in 2024
	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	Adult Care & Wellbeing: Market Sustainability & Commissioning Update was presented to Adults Health and Social Care Policy committee on 13 <sup>th</sup> December 2023. A Trajectory is to be presented as a follow up report to March 2024 committee.	In Progress – On Track
	Implement action plan to mitigate high agency workforce costs of commissioned provider services.	December 2024	Assistant Director Commissioning Adults Services Sheffield Workforce Board	Programme to launch in 2024 aligned to mobilisation of new contracts	To be Launched in 2024
	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.	September 2025	Assistant Director Commissioning Adults Services Sheffield Workforce Board	Infrastructure issues are monitored as part of our BAU quality monitoring processes in Commissioning. Some issues are dealt with by our commissioning teams. We will collate strategic issues and action via our Workforce Board. We will monitor any themes raised as part of our ongoing engagement work with wider care sector.	In progress – Monitoring
More Representative Adult Care Workforce	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.	April 2025	Sheffield Workforce Board	Ongoing actions to support provider uptake of annual Skills for Care ASCWDS return in Sheffield. Supporting implementation of Skills for Care Workforce Race Equality Standard in Sheffield. Developing Workforce Performance Dashboard to support understanding of our adult care workforce. This will be implemented in 2024.	In progress – On track
	Develop and embed a shared approach to workforce planning with partners, including actions to respond to learning from workforce research.	April 2026	Sheffield Workforce Board	Programme to launch in 2024 aligned to mobilisation of new contracts and integrated working.	To be Launched in 2024
	Co-Design and implement a plan to improve workforce equality and diversity, taking learning from <a href="#">SACHMA</a> and <a href="#">Race Equality Commission</a> reports, benchmarking and research to: - <ul style="list-style-type: none"> <li>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.</li> <li>improve equality and representation of our workforce in social care including the implementation of values-based recruitment in ASC.</li> <li>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.</li> </ul>	April 2025	Sheffield Workforce Board Chief Social Work Officer	Completed - Sheffield City Council launched our Equality, Diversity, Inclusion and Social Justice Delivery Plan at Health and Social Care Policy Committee on 13 <sup>th</sup> December. We will work with partners to embed the delivery plan during 2024.	In progress – On track

## Increasing Recruitment

	<ul style="list-style-type: none"> <li>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</li> </ul>				
	Implement an annual Adult Care workforce census to inform annual workforce plan.	Completed	Sheffield Workforce Board	Completed – Sheffield City Council supports an annual census as part of the Skills for Care ASCWDS yearly update. We will continue to support completion of the ASCWDS.	Completed
Increasing Recruitment	<p>Co-design and embed a SMART plan to improve recruitment in Sheffield to include:</p> <ul style="list-style-type: none"> <li>Reducing costs associated with recruitment. This may include the development of a single point of access for recruitment in Adult Care.</li> <li>An enhanced recruitment strategy, including review of barriers to recruitment.</li> <li>Targeted marketing campaign for social workers, occupational therapists, and social care professionals.</li> <li>Effective Overseas Recruitment</li> <li>Cross organisational recruitment methods and reduce barriers to recruitment in Adult Care.</li> <li>Reducing costs of agency usage</li> </ul>	April 2025	Sheffield Workforce Board	<p>Progress to date:</p> <ul style="list-style-type: none"> <li>Marketing campaign for Adult Care in Sheffield</li> <li>Social Care Recruitment events</li> <li>Health and Social Care DWP and Princes Trust Pilots</li> <li>Yorkshire and Humber International Recruitment Bursary and support hub.</li> <li>'Indeed' campaign to recruit social workers was successful.</li> </ul> <p>Identified areas for further development:</p> <ul style="list-style-type: none"> <li>Implement Adults Care Recruitment Delivery Plan</li> <li>Invest in dedicated recruiters for social workers, OT, social care practitioners.</li> <li>Co-design care academy</li> <li>Continue to develop and implement marketing campaign for adult care workforce.</li> <li>Expansion of sector routeways in social care in Sheffield</li> <li>Work with FE providers to support school engagement and apprenticeships offer for Adults Care sector.</li> <li>Support development of South Yorkshire Careers website for Adults Health and Social Care.</li> </ul>	In progress – on Track
	<p>Review the apprenticeships offer, identify gaps in delivery and work with partners to agree actions to:</p> <ul style="list-style-type: none"> <li>expand the apprenticeship offer.</li> <li>promote apprenticeships as a viable career option.</li> <li>Improve access to, reduce underspend and make effective use of the apprenticeship levy</li> </ul>	April 2025	Sheffield Workforce Board	Work ongoing as part of our recruitment delivery plan for adult care in Sheffield.	In progress – on Track
	Strengthen links with further education and partners across Adult Care.	2023 - 2025	Sheffield Workforce Board	There is good engagement with FE providers as part of our Sheffield Workforce Board. To continue to co-design workforce development initiatives in partnership with our FE partners including a Care Academy.	In Progress – On track
	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.	2024 - 2025	Sheffield Workforce Board	To develop further links with SYMCA to promote Adults Care in regional employment and skills strategies. Programme to launch in 2024	To be Launched in 2024
	Increase the proportion of graduates coming from outside of the Adult Care. We will attract new talent from other professions and sectors.	2024 - 2025	Sheffield Workforce Board	To develop as part of our Adults Care Recruitment Delivery Plan and programme to launch in 2024.	To be Launched in 2024
	Agree a SMART plan, evidenced by metrics, to increase the number of placements opportunities across Adult Care and improve quality of ASYE placements.	April 2025	Sheffield Workforce Board	Placement expansion 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.	In Progress – On track
	Support the volunteer workforce to move more easily into paid employment.	April 2026	Sheffield Workforce Board	Working with DWP to remove barriers and support volunteer opportunities in Adults Care. Linking with wider ICS work supporting volunteer workforce via Sheffield Workforce Board.	In Progress – On track
	Improve recruitment of personal assistants, aligned to the direct payment's improvement programme.	April 2025	Strategic Commissioner Direct Payments	Direct Payments and Personalisation update at Committee in January 2024	In Progress – On track
Improving Retention	Complete a collaborative review of health and social care learning and development opportunities alongside partner organisations.	2023 - 25	Sheffield Workforce Board	To review learning and development opportunities to continue in 2024. Work to support implementation of Care Sector Pathways. Review of Learning and Development offer for Adults Care sector in Sheffield to launch in 2024.	To be Launched in 2024

	Co-design a Health and Social Care Academy for Sheffield.	2023 - 26	Chief Social Work Officer & Sheffield Workforce Board	To review commissioning approach for Health and Social Care Academy. If approved procurement activity and implementation would launch in 2024.	To be Launched in 2024
	Agree and implement a joint health and social care learning and development and career pathway offer in Sheffield which includes: <ul style="list-style-type: none"> <li>• cross system career opportunities and organisational structures to support career pathways.</li> <li>• development of specific roles to promote integration.</li> <li>• the implementation of portable care certificates and qualifications across the health and social care system.</li> <li>• upskill care workers to support people with multiple conditions and sensory deprivation to live as independently as possible.</li> <li>• 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.</li> <li>• Maintain and promote training exchanges whereby smaller organisations can access individual places on training and development programmes for all groups of staff.</li> <li>• 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.</li> <li>• Agree system-wide approach to volunteer recruitment and initiatives to allow easier movement between roles and organisations</li> </ul>	April 2026	Sheffield Workforce Board	Progression pathway routes for Social Workers in Sheffield City Council have been implemented.  In 2024 we will: <ul style="list-style-type: none"> <li>• We will support implementation of national Care Sector career pathways in Sheffield.</li> <li>• To support implementation of Skills for Care updated care certificate.</li> <li>• To support implementation of delegated healthcare tasks in Sheffield.</li> <li>• To launch TEC learning and development programme for adult care sector.</li> <li>• Support unpaid carers to access learning and development.</li> <li>• Support our direct payments and individual employers to access high quality learning and development.</li> <li>• We have allocated £100k from MSIF grant for 23/24 to support recruitment activity in Sheffield.</li> </ul>	In Progress – On Track
	Increase access to learning and development funding for the workforce.	2023/24	Sheffield Workforce Board	We will review ways to increase usage of Skills for Care workforce development fund and reduce the apprenticeship levy underspend.  We will continue to monitor any grant funding opportunities to support the adult care sector workforce.	To be Launched in 2024
	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	We will work with our partners in ADASS and across ICS to review the leadership and management development opportunities within Sheffield.	To be Launched in 2024
	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	We have begun to co-design role specific training profiles for our adult care workforce. This will continue into 2024.  We will ensure that our workforce have good quality training available which matches our training profiles.  We will use our training profiles to improve overall training compliance and support monitoring.	In Progress – On track
<b>Improving Conditions for the Adult Social Care Workforce</b>	Fully implement a <a href="#">practice development assurance framework</a> . This sets out our ambition to achieve <a href="#">LGA workforce standards</a> for Social Work and implement a practice development focus across Adult Care.	Completed	Chief Social Work Officer	We launched our Practice Development Assurance Framework in 2023.  We have set out what actions we have taken to help us to achieve LGA Workforce Standards for the Adult Care Sector workforce in Sheffield.  We updated our Adults Care Manual for staff in Adults Care and Wellbeing. This provides quality practice guidance for our social care workforce. We have launched our practice quality standards for our Social Work staff.	Completed
	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.	Completed	Sheffield Workforce Board	Allocated approx. £100k from MSIF grant for 23/24 to support recruitment activity for wider care sector.	Completed
	Embed LGA workforce standards and investors in people across the care sector.	April 2026	Chief Social Work Officer and Sheffield Workforce Board	To set out actions and implement in 2024 to help us to achieve LGA Workforce Standards and Investors for People for the Adult Care Sector workforce in Sheffield.	In progress – On Track

	Work with partners to remove barriers to integration and work with system partners to adapt to changing demands.	April 2026	Sheffield Workforce Board	We will continue to work closely with our colleagues across health and social care to support integration. We will work together to align our priorities to support the adults care workforce.	In progress – On Track
	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 - 2026	Sheffield Workforce Board	Sheffield City Council Market position statements launched in March 2023. We will continue to monitor national data and demand forecasts to support strategic planning of the health and care workforce.	In progress – On Track
	Implement the workforce element of the <a href="#">Sheffield Joint Health and Social Care Wellbeing Outcomes Framework</a>	September 2024	Sheffield Workforce Board	We will continue to support the implementation of the Sheffield Joint Health and Social Care Wellbeing Outcomes Framework.	In Progress – On track
	We will work closely with partners to improve access to wellbeing support for ASC workforce.	2023 - 2026	Sheffield Workforce Board	Activity to launch in 2024: We will engage with partners and staff to monitor the wellbeing of the adult care sector workforce in Sheffield. We will co-design initiatives to improve wellbeing support to the adult care workforce in Sheffield.	To be Launched in 2024
	We will implement the 'Sheffield City Council Adult Care Being Healthy at Work Plan 2024 – 2025'	2024 - 2025	Chief Social Work Officer	'SCC AC&W Being Healthy at Work Plan 2024 – 2025' has been refreshed following engagement with workforce. To be launched Jan 24.	To be Launched in 2024